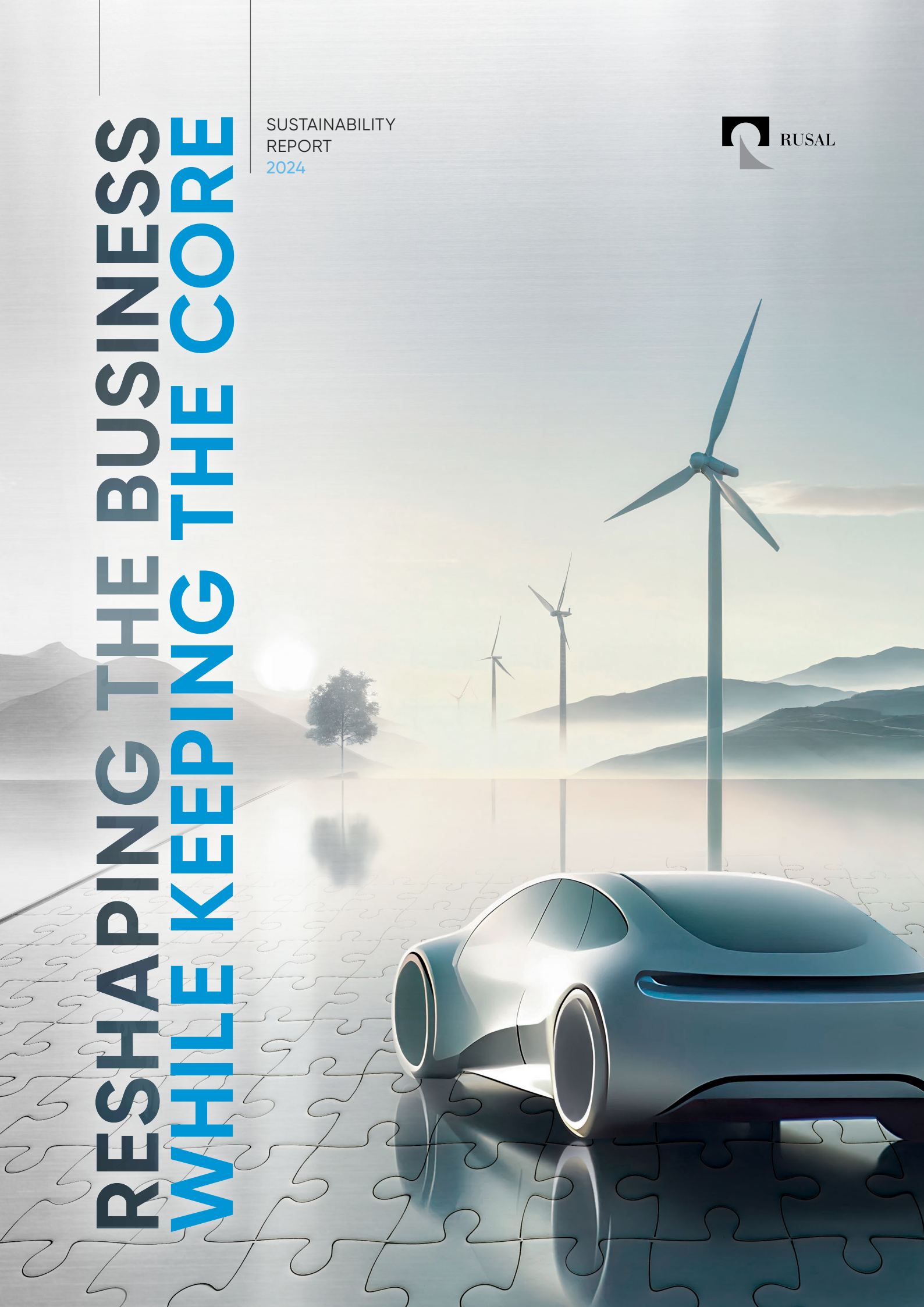
RESHAPING THE BUSINESS WHILE KEEPING THE CORE

SUSTAINABILITY
REPORT
2024

RUSAL



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Message from the Chairman

GRI 2-22, HKEX para. 13

Dear partners, colleagues and customers,

The year 2024 was the time of significant changes and new challenges for RUSAL, reaffirming our commitment to the principles of sustainable development and responsible attitude to the social and environmental agenda.

In the context of global crisis changes, sustainability goals take on new significance. RUSAL's Sustainability Strategy 2035 has become the backbone for transforming the aluminium business and an integral part of our business model. We are confident that it is in this focus area that we will be able to ensure the Company's long-term competitiveness and profitability.

Our efforts under the Sustainability Strategy are primarily aimed at improving the quality of life and at caring for the health and well-being of both RUSAL employees and residents of the regions of the Group's operations. The Company keeps on investing in the enhancement of social infrastructure, upgrades the healthcare sector, dynamically builds sports facilities, works to improve the urban environment, and upholds projects in science, education, and culture. We assess performance of our activities in this area using a specifically developed methodology called the Sustainable Cities Index. This unique analytical tool lies behind RUSAL's Social Investment Strategy. It enables us to make informed decisions based on the opinions of local communities to further improve living and working conditions in the regions where we operate.

Decarbonisation of production processes is another crucial pillar of our business. We are extensively embedding the best available technologies and modernising our operations, enabling the Company to boost energy efficiency and reduce our environmental footprint. We remain the world's largest producer of low-carbon aluminium, as independent experts verified that 100% of our aluminium meets the green criteria. In addition, RUSAL registered five climate projects with a cumulative validated amount of approximately 8.7 million carbon units in 2024.

This year, RUSAL is celebrating its quarter-century anniversary. On behalf of RUSAL's Board, I would like to express my sincere thanks for your support and robust collaboration. Our joint efforts are instrumental in achieving the goals directed at benefiting society and protecting the environment.

Bernard Zonneveld

Chairman of the Board

Message from the General Director

GRI 2-22

Dear partners and colleagues,

We are happy to present you with RUSAL's most recent Sustainability Report. Our Company has been issuing non-financial reporting for over two decades already, thus reaffirming its status as a leader in sustainable development.

The reporting period remained challenging for the entire metals sector. But even in a troublesome economic landscape, we were strongly focused on environmental care, responsible environmental management, and sustainability principles.

Last year, the Company made a significant step towards the production greening. We proceeded to building new electrolysis shops in Krasnoyarsk and Bratsk, continued introducing advanced gas treatment units and improving closed-loop water recycling systems. These measures are aimed at reducing our environmental impact.

Our achievements in low-carbon production have been recognised by international experts. In 2024, five more RUSAL facilities were certified under the international standards of the Aluminium Stewardship Initiative, bringing the total number of certified facilities to 18. The Krasnoyarsk, Bratsk, and Irkutsk aluminium smelters received Green Power Aluminium certificates from the China Nonferrous Metal Industry Association for low-carbon production. On top of that, international company TÜV AUSTRIA confirmed RUSAL's status as a leading global producer of low-carbon aluminium.

Last year was also an important milestone for RUSAL in the area of occupational health and safety and in empowering employees to take the lead in this field. We strive to minimise occupational risks by arranging industrial safety events and educational projects, improving working conditions, and promoting a safety culture across the Group. We keep on working consistently to create jobs of the future and ensure the well-being of people, including residents of the regions of our responsibility.

In 2024, RUSAL's Public Expert Council on Sustainability continued its operation. It is made up of opinion leaders on high-profile social and environmental issues, representatives of the academic and business community, as well as local authorities. The Council facilitates a constructive exchange of ideas between stakeholders, thereby improving the quality of the Company's environmental, social, and corporate governance and helping us find new ESG solutions.

With such expert support in the year of the Company's quarter-century anniversary, I can firmly state that sustainability goals define the strategic vector of our business and remain a priority for years to come.

Evgenii Nikitin

General Director

1. About the Company

At a glance

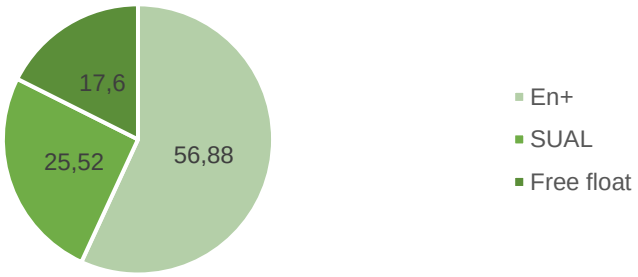
GRI 2-1, 2-6

RUSAL is a leader in the production of aluminium and aluminium products in Russia and globally, at the forefront of sustainable and low-carbon development. The innovative technologies developed and implemented by the Company not only improve the efficiency of production but also contribute to sustainable use of natural resources and reduction of greenhouse gas emissions (GHG) at all production stages.

RUSAL is a vertically integrated company consisting of several production segments. The Company is structured into the Aluminium Division, Alumina Division, Downstream Division, and the Directorate for New Projects. Management of the segments and structural units is pursued independently but is coordinated at the General Director level.

The Company's shareholding structure is as follows: En+, one of Russia's leading metals and energy companies, holds 56.88% of shares, while Sual Partners ILLC (SUAL) holds 25.52% of shares. The remaining 17.6% are freely traded on the Hong Kong Stock Exchange (ticker 486) and the Moscow Exchange (ticker RUAL). In turn, RUSAL holds 26.39% of shares in Norilsk Nickel, a metals and mining company and the world's largest producer of nickel and palladium.

Shareholding structure, %



RUSAL was the first in Russia to issue CNY-denominated corporate bonds and one of the first companies to issue bonds denominated in dirhams, the national currency of the United Arab Emirates (UAE). In 2024, the Company brought to the market several more debt issues in RUB, CNY and USD. The issue of RUSAL's securities is traditionally marked by demand from both institutional and retail investors.

RUSAL's leading position in sustainable development bolsters investors' interest in the Company: RUSAL recognises the climate agenda importance and aims to reach full carbon neutrality by 2050 pursuant to its Climate Strategy. In addition, RUSAL is among the initiators of the Climate Partnership of Russia, which has been combining efforts of Russian businesses to reduce negative environmental impacts for almost a decade already. The partnership currently includes 36 companies.

2024 key figures

5.5% — RUSAL's share in global aluminium smelting
4.7% — RUSAL's share in global alumina refinery

RUSAL's products

GRI 2-6

RUSAL offers its customers a wide range of products. The Company's core products are primary aluminium and aluminium-based alloys, with a significant portion of RUSAL's goods being high value-added products, such as foundry alloys, rolling slabs and billets, wire rod, high-purity aluminium, as well as such finished products, as foil, powders and aluminium wheels.

The Company provides for a high quality of its products by monitoring the entire production cycle.

- ❖ *For more details, please see the Sustainable sourcing of raw materials, goods and services section*

Products of the Company

RUSAL's core products are: • high-purity aluminium • primary foundry alloys • PEFA (Primary Equivalent Foundry Alloys) • billets • rolling slabs • wire rod • unalloyed ingots RUSAL's downstream products: • foil and packaging • aluminium wheels • aluminium alloy protectors • aluminium powder • ligatures • pigment pastes RUSAL's upstream products: • bauxite • gallium • alumina • silicon • corundum	RUSAL's new and updated products created in 2024: • Sayana household foil made of innovative aluminium ALLOW INERTA™ • ALLOW INERTA™ foil for peel-off lids of aluminium cans • aluminium-based pigment pastes on white medicinal oil • aluminium wire rod with a record low carbon footprint for use in customer projects in the renewable energy industry • improved alloy 1343 (aluminium-silicon-magnesium system) for high-speed trains with fatigue life 12–15% and strength 5% higher than equivalents • crystalline sodium sulphate (raw material for detergents) from aluminium production gas treatment products • MaxiDiForge aluminium ingots for the production of ultra-high-strength and ultra-lightweight wheel rims for ultra-premium cars • MaxiFlow 2.0 — a new generation of billets with the ability to increase extrusion speed by 10–15% • ILMIT Cast, a proprietary refractory concrete for the protective treatment of buckets in silicon production

Advantages of aluminium

Aluminium is a light, strong, and durable metal, the most abundant metallic element in the Earth's crust (more than 8%). It is widely used in products for everyday life, aviation, construction, innovative solutions for power engineering and healthcare. Aluminium has a number of environmental benefits, making it an important material for sustainable development:	
Durability and resistance This metal is resistant to corrosion, which extends the service life of products and reduces the need for replacement and extra production	**Fully recyclable** Aluminium may be recycled an infinite number of times without loss of quality. Recycling requires only 5% of the energy used in primary production, which significantly reduces the carbon footprint
Energy efficiency Aluminium is widely used in the transportation and construction industries due to its light weight. It helps reduce the weight of cars, airplanes and trains, decreasing fuel consumption by around 20%[1] compared to vehicles made of other metals and harmful emissions	**Renewable energy applications** Aluminium is used in the manufacture of **solar panels, wind turbines and energy storage systems**, thus contributing to the enhancement of clean energy
Sustainable packaging solutions Aluminium packaging (cans, foil) replaces plastic packaging, reducing hard-to-degrade waste and preventing environmental pollution	**Reduction of GHG emissions** Aluminium production using renewable energy sources (e.g. HPPs) significantly reduces CO□ emissions. Low carbon aluminium, such as ALLOW™, has a carbon footprint **several times lower** than the global average

[1] The Aluminum Association. URL: Aluminum Sustainability | The Aluminum Association

100% share of green aluminium in RUSAL's production in 2024
0.01 tonnes of CO_2e (Scopes 1 and 2) are emitted from ALLOW INERTIA aluminium production that has a record low carbon footprint industry-wide
GHG emissions for all metal produced by RUSAL are less than 2.3 tonnes of CO_2e per tonne of aluminium in Scopes 1 and 2, which meets the criterion of aluminium with a low carbon footprint according to such leading international analytical agencies, as Fastmarkets and S&P Global

❖ *For more details about the Company's low-carbon aluminium products, please see the Climate change and energy section*

RUSAL case study

Wheels made from RUSAL's low-carbon aluminium will be produced in Asia

RUSAL supplied ALLOW INERTA™, aluminium with a record-low carbon footprint, to one of the largest OEMs[2] in Asia for the production of wheels. Wheels will be fitted to a new electric vehicle from the leading car manufacturer and will significantly reduce the carbon footprint of the finished product.

In 2024, the demand for and relevance of the Company's products for a number of industries continued. However, turbulence of the world economy, deteriorating conditions and new restrictions for Russian metal on global markets, primarily premium ones, as well as weakness in global prices continued to exert pressure on RUSAL's operational and financial performance. In 2024, the Company's revenue decreased insignificantly (0.01%) YoY, to USD 12.08 billion.

The increase in the price of alumina almost doubled a share of costs on this raw material in the cost of aluminium from 30–35% to more than 50%, and RUSAL decided to optimise its aluminium production capacities. The first stage of this programme, announced in 2024, is about to reduce aluminium smelting by 250 thousand tonnes.

Under the circumstances, RUSAL continues treating the following objectives to be of top priority: strengthening its raw materials-based independence, restructuring export sales flows, and implementing its investment programme on the principles of sustainable development and social responsibility for ensuring uninterrupted operations.

❖ *For the Company's economic value, please see Appendix 3 'Key quantitative data'. Other financial metrics are found in the Annual Report*

Geography of assets

GRI 2-1, 2-2, 2-6

RUSAL's production capacity encompasses 44 enterprises located in 13 countries across the globe. Geographical diversification reduces transportation costs and logistics risks, helps maintain business continuity, and generally improves competitiveness.

Geography of operations

Foreign assets	Russian assets
Australia ▲ Queensland Alumina Ltd. (Gladstone)[3]	**Russia** ★ JSC Silicon (Shelekhov) ▲ Achinsk Alumina Refinery (Achinsk) ◪ Boguchanskaya HPP (Boguchany Energy and Metals Complex, Kodinsk)[4] ■ Boguchany Aluminium Smelter (Boguchany Energy and Metals Complex; settlement of Tayozhny)[5]
Armenia ● Armenal (Yerevan)	
Guyana ● Bauxite Company of Guyana (Georgetown)	
Guinea ▲ Friguia Bauxite and Alumina Complex (Fria)	

[2]OEM — original equipment manufacturer, which produces components, equipment, and various goods that can further be sold by another manufacturer under its own brand name
[3] Since 2022, the Australian government has introduced a ban on exporting alumina and bauxites to Russia; a joint venture.
[4] Joint venture.
[5] Joint venture.

● Dian-Dian (Boké region) ● Bauxite Company of Kindia (Kindia)	▲ Boksitogorsk Alumina Refinery (BGZ, Boksitogorsk) ⬟ Timan Bauxite (Knyazhpogostsky district) ■ Bratsk Aluminium Smelter (BrAZ, Bratsk) ■ Volgograd Aluminium Smelter (Volgograd) ▲ RUSAL Kamensk-Uralsky Alumina Refinery (Kamensk-Uralsky) ■ Bogoslovsk Alumina Refinery (Krasnoturyinsk) ■ Irkutsk Aluminium Smelter (IrkAZ, Shelekhov) ■ Kandalaksha Aluminium Smelter (KAZ, Kandalaksha) ◆ Kia-Shaltyr Nepheline Mine (settlement of Belogorsk, Kemerovo region) ■ Krasnoyarsk Aluminium Smelter (KrAZ, Krasnoyarsk) ⬟ SKAD Foundry and Mechanical Plant (Krasnoyarsk) ■ Nadvoitsy Aluminium Smelter (settlement of Nadvoitsy)[6] ■ Novokuznetsk Aluminium Smelter (NkAZ, Novokuznetsk) ▲ Pikalevo Alumina Refinery (Pikalevo) ● Volgograd Powder Metallurgy (Volgograd) ● Krasnoturyinsk Powder Metallurgy (Krasnoturyinsk) ● Shelekhov Powder Metallurgy (Shelekhov) ★ RUSAL Silicon-Urals (Kamensk-Uralsky) ■ Sayanogorsk Aluminium Smelter, RUSAL Sayanogorsk (Sayanogorsk) ■ SAYANAL (Sayanogorsk) ⬟ Sayanskaya Foil (Dmitrov) ⬟ Severouralsk Bauxite Mine (Severouralsk) ■ Taishet Aluminium Smelter (Taishet) ⬟ Urals Foil (Mikhaylovsk) ■ Khakas Aluminium Smelter (Sayanogorsk)
Germany ■ Aluminium Rheinfelden Alloys, Semis (Rheinfelden) ■ Aluminium Rheinfelden Carbon (Rheinfelden)	
Ireland ▲ Aughinish Alumina (Aughinish)	
Italy ▲ Eurallumina (Portovesme)[7]	
Kazakhstan ▰ Bogatyr Komir (Ekibastuz)[8]	
China ▲ Hebei Wenfeng New Materials (Hebei)[9]	
Nigeria ■ ALSCON (Ikot Abasi)[10]	
Sweden ■ KUBAL (Sundsvall)	
Jamaica ▲ Windalco (Kirkvine and Ewarton)	

Legend:

■ — aluminium
▲ — alumina
● — bauxite
⬟ — foil
★ — silicon
● — aluminium powder
◆ — nepheline ore
■ — wheels
▰ — other

[6] Production mothballed and discontinued since August 2018.
[7] Production mothballed.
[8] Joint venture.
[9] Joint venture.
[10] Production mothballed.

2. Sustainability strategy

RUSAL's sustainability strategy and targets to 2035

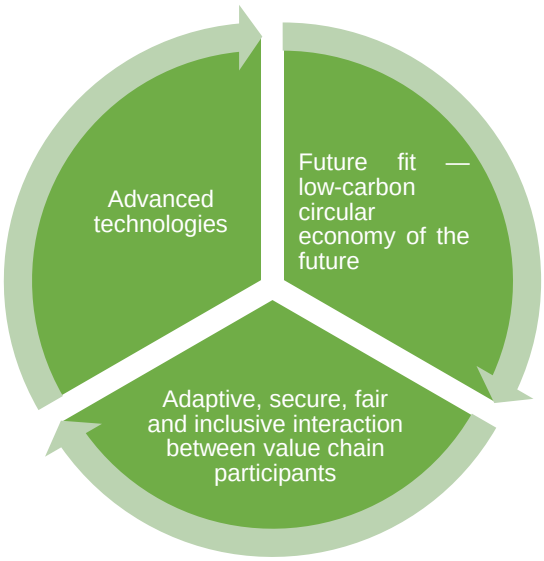
GRI 2-12, MED 3.1

RUSAL maintains its long-term competitiveness and profitability by managing sustainability risks and opportunities, building stakeholder trust, and increasing the Company's operating performance.

Achieving the Company's economic growth while strengthening social effects and reducing environmental impacts is facilitated by the Sustainability Strategy 2035 approved by the Board of Directors in 2023. The strategy sets an example of transforming the aluminium business that may provide a blueprint for shaping a future economy.

The consumption and production model envisaged by the strategy rests on three fundamental principles.

Principles of the non-ferrous metals consumption and production model

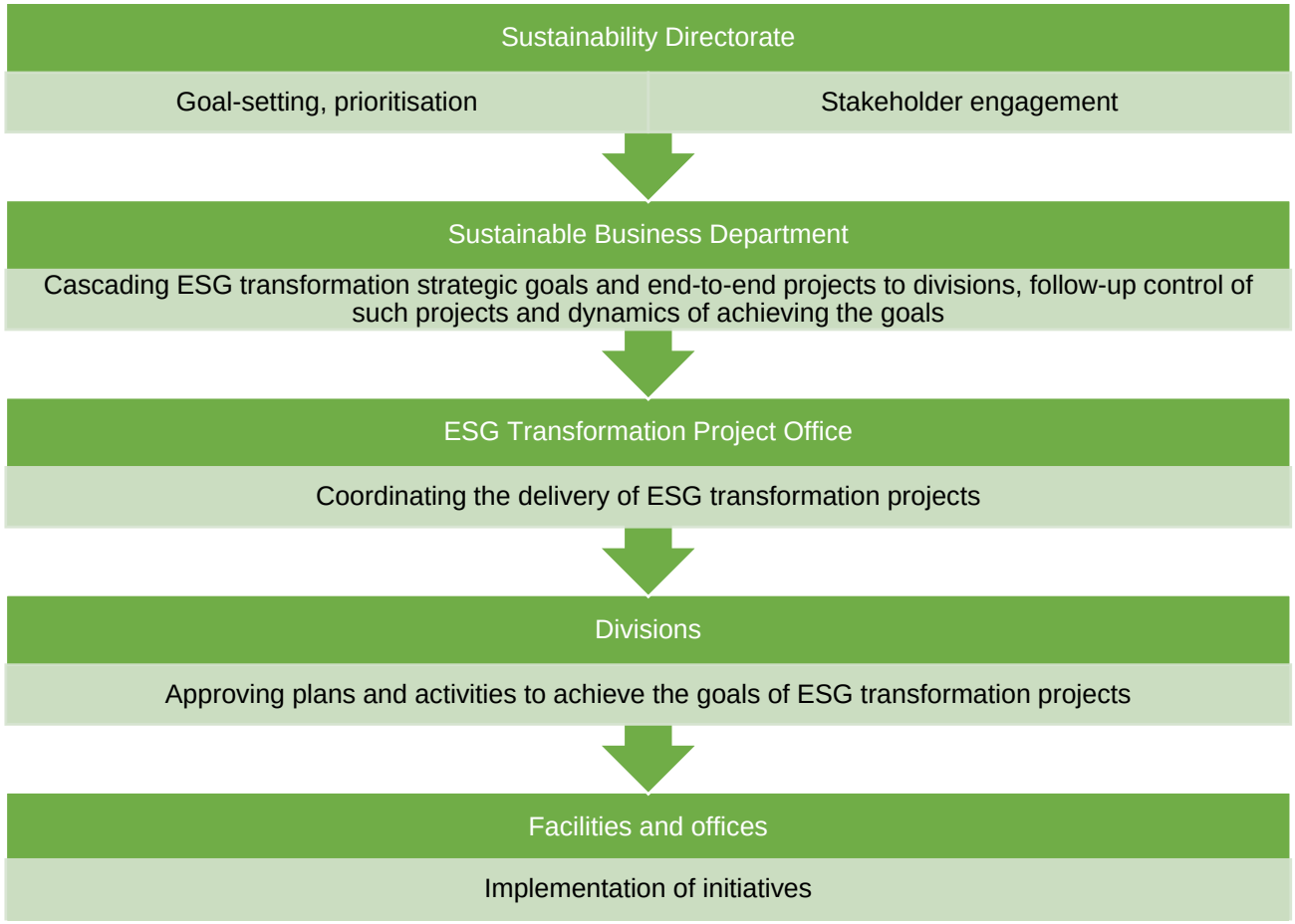


RUSAL's strategy identifies 12 priority ESG projects grouped as follows:

- Adaptation projects aimed at preventing the risks of operational disruption and business on-costs
- Transformation projects aimed at seizing new, emerging opportunities to ensure business growth (including in new market segments) and credibility with target audiences.

ESG transformation management structure

GRI 2-23, MED 3.2



- *For more details about the Company's sustainability management structure and the persons accountable for implementing the strategy, please see the Enhanced corporate governance for sustainable development section*

All initiatives implemented by the divisions are discussed with the Company's Public Expert Council on Sustainability. The council brings together representatives of the non-profit sector, the academic community, and opinion leaders of both municipal, regional (from cities and regions where RUSAL operates) and federal level.

MED 3.3

RUSAL has established sustainability metrics and key performance indicators (KPIs) to track the progress of attaining strategic goals of ESG projects. KPI performance affects 5–15% of the remuneration of divisional directors depending on the annual targets set.

Sustainability Strategy 2035 *MED 3.1*

Priority areas of the Sustainability Strategy 2035				
Sustainable Product, Sustainable Consumption Achieving **100%** compliance with applicable laws and complete environmental transparency by **2035**				
Adaptation projects				
Project	Atmospheric Air Quality Normalcy	Circular Water in the Key Production Processes	Safe Operation of Red Mud Disposal Sites and Other Waste Disposal Sites	Biodiversity Conservation and Enhancement of Ecosystem Services
2024				
2027	Ensuring full compliance of the Company's air pollutant emissions with statutory requirements[11] (**100%** reduction in excess air emissions)	Bringing a share of water recycling in alumina refining, aluminium smelting and the manufacturing of finished aluminium products to 100%		
2030			Ensuring a gradual reduction of waste-to-landfill by at least **10%** per tonne of metal[12] and safe disposal of **100%** of such waste[13]	
2035	Achieving a significant reduction in air pollutant emissions per tonne of aluminium, including a **25%** reduction in total fluoride emissions[14]			Ensuring a holistic approach to biodiversity conservation and priority ecosystem services support by embedding in-house biodiversity conservation and ecosystem service quality programmes at the Company's production sites[15]
Transformation projects				
Project	Low Carbon Aluminium		Circularity of Key Post-Production and Post-Consumer Materials[16]	
2024				

[11] National and local laws applicable to the territories of responsibility (where the Company's mining, alumina and aluminium smelters operate).
[12] Against the 2021 baseline.
[13] UC RUSAL's Post-Production Waste Management Strategy 2030 (approved by the Board on 18 May 2022).
[14] Against the 2021 baseline.
[15] Involved in ASI Performance certification/recertification in 2023–2035. UC RUSAL's Biodiversity Conservation Policy (approved by the Board on 5 August 2022).
[16] Class IV and V hazard waste generated from bauxite and nepheline mining, alumina refining and aluminium production, as well as aluminium consumption (recycling). UC RUSAL's Post-Production Waste Management Strategy 2030 (approved by the Board on 18 May 2022).

2035	Reducing specific greenhouse gas emissions per tonne of metal by **23%**[17]	• Bringing at least **15%** of alumina production waste and at least **95%** of aluminium and silicon production waste back to cycle • Bringing at least **20%**[18] of post-consumer aluminium waste back to cycle
S	**Sustainable Cities, Sustainable Workplace and Living** Bringing the workplace and living environment standard up to meet the expectations of the next generation of employees and sustainability benchmarks by **2030**	
Adaptation projects		
Project	Safe Workplace	Sustainable Development of the Territories of Responsibility
2024		
2030	Ensuring occupational safety for the Company employees and contractors' personnel accessing the Company's production sites and offices, by **halving** the frequency of lost-time injuries rate and bringing the number of fatalities, and A-level industrial safety incidents and fires at production sites[19] down to **zero**	
2035		Aligning **100%** of social investments[20] based on the Sustainable Cities Index methodology and on measurable indicators. Providing for a significant improvement of the living (environmental) standard across the bottom-10 territories of responsibility (against other comparable territories) by addressing **top-3** critical aspects of social and environmental sustainability
Transformation project		
Project	Future Workplace	
2024		
2030	Achieving the Employer of Dream **(No. 1)** for Youth status by creating a value proposition reliant upon the principles of equal opportunities and bias-free workplace	
G	**Sustainable Supply Chain** Setting up an infrastructure that enables making **100%** data-driven decisions behind sustainability and assessing ESG maturity of suppliers of **100%**[21] raw materials, finished goods, and services	
Adaptation projects		
Project	Sustainable Sourcing of Raw Materials, Goods and Services	Recognition of ESG Compliance and Leadership in the Top Ratings
2024		

[17] Versus 2018.
[18] Based on UC RUSAL's draft Recycling Strategy 2030.
[19] Versus the 2021 inputs. UC RUSAL's Occupational Health and Safety Strategy 2030 (approved by the Board on 20 September 2022).
[20] Across the territories of responsibility. UC RUSAL's Social Investment Strategy 2035 (approved by the Board on 4 July 2023).
[21] UC RUSAL's Responsible Procurement Policy (approved by the Board on 9 November 2022).

2025	Establishing a sustainable and ethical supply chain of raw materials, finished goods and services based on an in-house system of ESG assurance and compliance audit to cover at least **80%** suppliers[22]	Ensuring that the Company's practices are consistently recognised as meeting the best sustainability standards and that the Company's thought leadership in the ESG agenda is consistently reflected in the leading (target) ESG ratings in **top-10**
2035	Establishing a sustainable and ethical supply chain of raw materials, finished goods and services based on a proprietary system of ESG assurance and compliance audit to cover **100%** suppliers[23]	Ensuring that the Company's practices are consistently recognised as meeting the best sustainability standards and that the Company's thought leadership in the ESG agenda is consistently reflected in the leading (target) ESG ratings in **top-3**
Transformation project		
Project	Data-Driven Decisions behind ESG Transformation	
2024		
2025	Creating a single ESG database for the Company to further consolidate **100%** ESG performance indicators on a corporate data platform and integrate them in data-driven decision-making behind ESG transformation	

[22] By value; against the 2021 baseline.
[23] By value; against the 2021 baseline.

Factors essential for sustainable business development

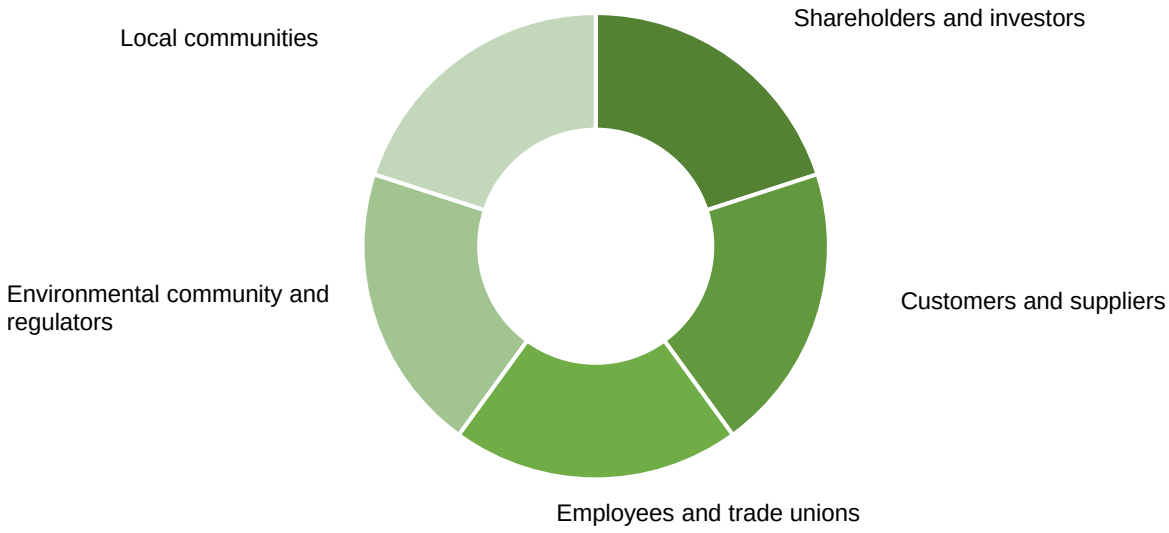
Stakeholder engagement

GRI 2-29, ASI PS 3.1

Regular communications with stakeholders enable the Company to maintain a reputation of reliable partner, build long-term relationships, and enter into mutually beneficial sustainability agreements. Stakeholder engagement is based on the principles of equality, transparency, openness, and involvement of both parties. While dealing with stakeholders, RUSAL is guided by the provisions of the Code of Corporate Ethics and the Business Partner Code.

To gain an understanding of stakeholder demands and needs, RUSAL grouped them and determined the goals of engagement. When grouping, the Company was focused on the following factors: stakeholder influence on the Company's operations and performance, their relevance to the Company, and the frequency of engagement.

Stakeholder engagement goals



⏩ Local communities:

- Improving social and economic conditions in the territories of responsibility

⏵ Environmental community and regulators:

- Environmental compliance

⏩ Employees and trade unions:

- Comfortable and safe working conditions
- Employee enhancement and motivation

⏵ Shareholders and investors:

- Strong and stable financial performance
- Dynamics of stock prices
- Short-term and long-term development strategy of the Company
- Compliance with disclosure and corporate governance requirements
- Notification of various activities

⏩ Customers and suppliers:

- Mutually beneficial and fair business relations
- ⏵ – engagement as requested

- ⏭ – ongoing engagement

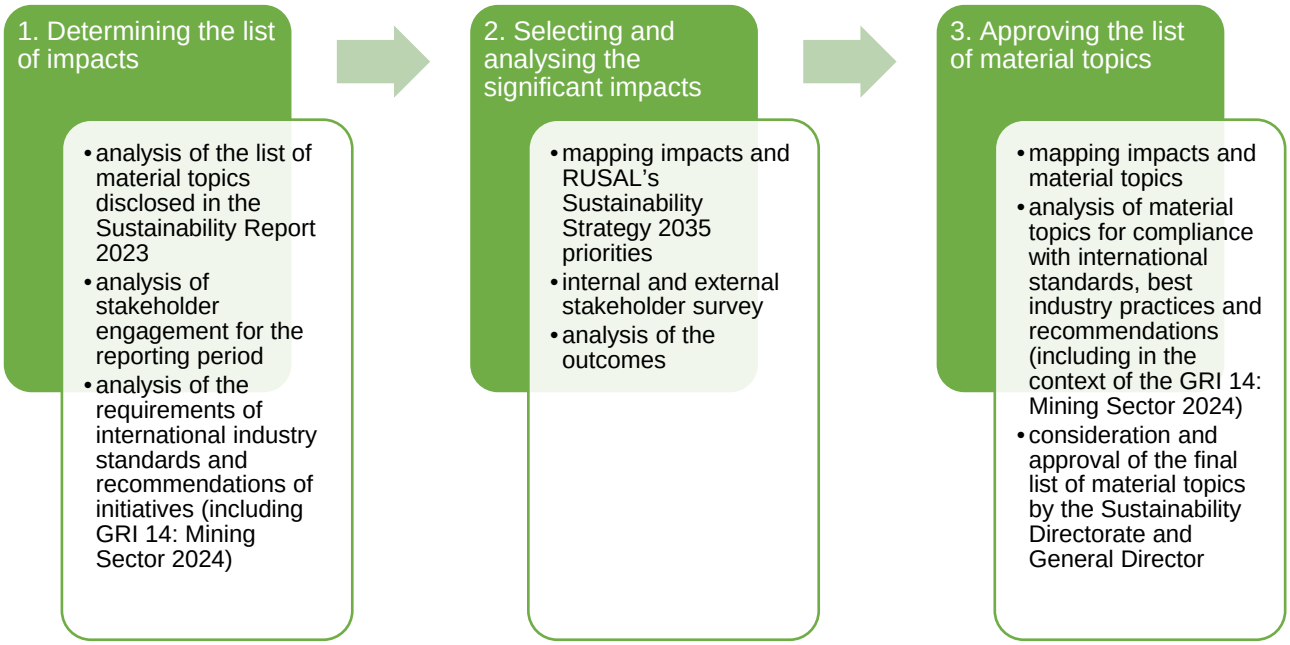
❖ *For more details, please see Appendix 2 'Additional information'*

Materiality assessment

GRI 3-1, HKEX п.14

Materiality is assessed on an annual basis in accordance with the GRI Standards. The approach to assessment relies upon the analysis of RUSAL's impacts on the environment, economy and people, including human rights. In 2024, materiality assessment was carried out in three steps.

Materiality assessment method



GRI 3-2

In 2024, 13 topics were included in the list of material topics for RUSAL.

Material topics

Priority	E	S	G
Priority 1		• Human resource engagement • Interaction with local Communities • Health and safety	• Tax policy • Business ethics and human rights
Priority 2	• Land use and biodiversity • Air quality • Water resources management		• Sustainable supply chain
Priority 3	• Waste management and safe operation of tailings facilities • Climate change • Products with low carbon footprint		• Contribution to economic sustainability and development

Partnership and membership in associations and international initiatives

GRI 2-28

On an annual basis, RUSAL's representatives are heavily engaged in sectoral, international and Russian associations and initiatives. The Company's proactive position enables it to share experiences, gain new knowledge, and build beneficial external partnerships. Owing to cooperation, RUSAL finds the appropriate solutions to environmental and socio-economic challenges and, as needed, introduces amendments to the Sustainability Strategy.

In 2024, RUSAL was member of a number of associations and initiatives:

- Union of Producers, Suppliers and Consumers of Aluminium (Russian Aluminium Association)
- UN Global Compact
- Aluminium Stewardship Initiative (ASI)
- Carbon Pricing Leadership Coalition (CPLC)
- Russian Managers Association
- International Aluminium Institute (IAI)
- UN Global Compact Network Russia
- National ESG Alliance (Russia)
- Climate Partnership of Russia
- Japan Climate Leaders' Partnership (JCLP)

Over the reporting period, the Company extensively contributed to the proceedings of working groups and commissions on climate change and sustainable development in Russia and abroad. The Company representatives shared their experience of embedding ESG practices into RUSAL's operations and proposed related recommendations for businesses.

Looking into methods of implementing climate projects to be further integrated into the Company's initiatives continued to be an important pillar of RUSAL's operations. For example, the Company recorded a forest climate project for aerial protection of Krasnoyarsk Krai forests from fires in the Russian register of carbon units in 2024. The project-related work was done under the agreement on implementation of voluntary carbon sink projects on the territory of the Krasnoyarsk Krai with the Federal Forestry Agency (Rosleskhoz) and the Government of the Krasnoyarsk Krai.

❖ *For more details, please see the Climate change and energy section*

RUSAL case study

Sustainability cooperation

During the reporting period, the Company's representatives participated in the 27th St. Petersburg International Economic Forum, on whose sidelines they signed a sustainability cooperation agreement with En+ and major Russian bank. As part of the agreement, the parties assumed the obligations to jointly enhance climate risk forecasting and assessment systems and deliver investment projects aimed at sustainable development and reduction of the environmental footprint. In addition, the companies agreed to collaborate in boosting the national market of green certificates and generation attributes

RUSAL's sustainable development efforts were highly appreciated by the expert community in 2024.

Recognition by the expert community

Competitions	
Форум Доноров	All-Russian Leaders of Corporate Charity competition: • **winner** in the Best Corporate Social Investment Programme in the Territories in the Context of Sustainable Development and Business Strategy category (highest level A+)
ДЕЛО В ЛЮДЯХ	XVII All-Russian competition of corporate projects — It's All about People: Companies Investing in the Future: • **winner** in the For Preserving the Green Future category

	Talented Women in the Modern Industry award 2024: • **winner** in the Social/Volunteer Project of the Year category • **winner** in the Inspiring Leader category • **winner** in the Innovator of the Year category
	18 RUSAL smelters are certified to the ASI Performance Standard and ASI Chain of Custody Standard *For more details, please see the Responsible Aluminium Stewardship Initiative (ASI) subsection*
	RUSAL submitted questionnaires for assessment in the international CDP Climate and CDP Water Security rankings in 2024

❖ *For more details, please see the Enhanced corporate governance for sustainable development section*

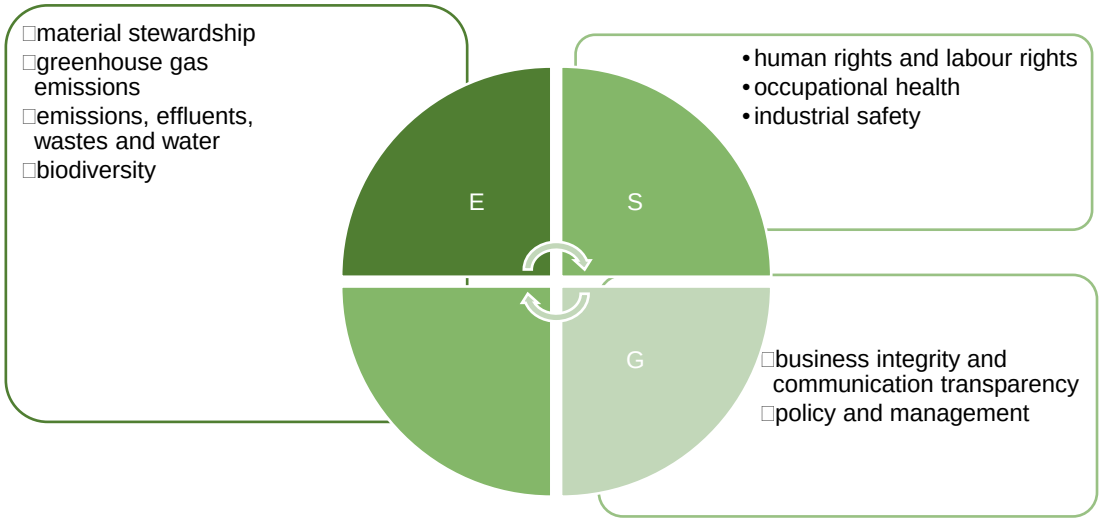
In 2025, RUSAL intends to continue collaborating with both Russian and international organisations to further harmonise its practices with the latest sectoral trends and statutory changes.

Aluminium Stewardship Initiative (ASI)

Since 2015, RUSAL has been actively participating in the task forces to develop and integrate the standards of the Aluminium Stewardship Initiative (ASI), being an initiative of responsible aluminium production.

The ASI Performance Standard and ASI Chain of Custody Standard establish the principles to be complied with not only in aluminium production but also across the entire value chain, ensuring responsible production at every link in the chain. The criteria laid down by the standards span all sustainability aspects.

Aluminium production principles established by the ASI standards



RUSAL extensively implements the principles covered by the ASI standards across its facilities. Conformance with these principles is attested to by certificates issued in the follow-up of independent audits. ASI certification facilitates enhancing stakeholder trust in the aluminium sector and its products and serves as a basis for setting up and optimising initiatives to increase responsibility in the supply chain.

RUSAL is one of the largest global aluminium producers certified in accordance with the ASI standards.

The Company received its first ASI certificates in 2019. To date, 18 smelters have been certified to the ASI Performance Standard and ASI Chain of Custody Standard. Compliance certificates are available on RUSAL's official website.

SDGs and business priorities for sustainable development

GRI 2-23, ASI PS 3.1

In 2015, RUSAL became one of the first Russian companies to commit to contributing to the achievement of the UN Sustainable Development Goals (UN SDGs). Since the goals outlined in RUSAL's Sustainability Strategy are linked to UN SDGs, RUSAL facilitates their achievement by delivering its own strategic projects

and initiatives. In addition, the Company is instrumental in delivering Russia's National Development Goals and National Projects.

RUSAL annually reports its contribution to the attainment of top-priority UN SDGs in its sustainability reports and in communications on progress appearing on the UN Global Compact website. In 2024, the Company's top-priority goals remained unchanged compared to the previous reporting period.

RUSAL's contribution to attaining priority UN SDGs and Russia's National Goals and Projects

Russia's National Goals and Projects	UN SDGs	Company's contribution in 2024	Quantitative indicators
Sustainable Product, Sustainable Consumption			
National goal — environmental well-being	12.4, 12.5	• Implementation of the Green Wave and River Day projects • Implementation of the third stage of the project 'Water rotation unit of site No. 3' for transition to a closed-circuit water supply system in alumina production	• 18 Company facilities are certified to the ASI Performance Standard • 73% waste of aluminium smelters is processed internally
	For more details, please see the Water resources and Waste management sections		
	13.1, 13.2	• Recording climate-related projects in the Russian register of carbon units	• 4% GHG emissions (Scope 1) reduction • 10.1% lower specific energy consumption per tonne of aluminium
	For more details, please see the Climate change and energy section		
	15.4, 15a	• Launch of proprietary gas treatment units • Arranging a nature trail in the national park	• RUB 17.7 billion — allocated to environmental protection measures • 98 hectares — total area of reclaimed land
	For more details, please see the Land resources and the Biodiversity sections		
Sustainable Cities, Sustainable Workplace and Living			
National goal — preservation of the population, strengthening health and improving the well-being of people, supporting families	3.8	• Ensuring the operation of Medical Centres in the regions where the Company operates • Implementation of social support programmes, including VHI and sanatorium and health resort holidays	• RUB 8.7 billion allocated to deliver the social support programme for employees • Maintaining LTIFR at the level of 0.16
	For more details, please see the Employees and Occupational health and safety sections.		
National goal — self-fulfilment of each person, unlocking their talent, and	8.5, 8.8	• Implementation of corporate educational programmes • Support for educational institutions in the regions of operation	• RUB 543.7 million allocated to employee development and training programmes
	For more details, please see the Employees section		

fostering a patriotic and socially responsible personality			
National goal — comfortable and safe environment for living	11.3	• Investments in the implementation of measures of the state programme 'Integrated Development of Rural Territories' in the Republic of Khakassia • Implementation of improvement programmes in the territories of responsibility	• 69 thousand of beneficiaries to social programmes and charity projects • Support for the implementation of 180 infrastructural projects in 19 municipal institutions
	For more details, please see the Developing local communities section		
Sustainable Supply Chain			
National goal — sustainable and dynamic economy	8.5, 8.8	• Organisation of the RUSAL Best Supplier Contest	• 62% — share of purchases from local suppliers • 55 suppliers passed ESG-accreditation
	For more details, please see the Sustainable supply chain of raw materials, goods and services section		
	17.16, 17.7	• Signing of an agreement on co-operation in the field of sustainable development	
	For more details, please see the Partnership and membership in associations and international initiatives section and the Enhanced corporate governance for sustainable development section		

3. Environmental protection

2024 key figures	Material Topics
17.7 RUB bln spent on environmental protection measures 8.0% reduction in air emissions vs 2023 21.5% reduction in industrial waste generation vs 2023 4% reduction in freshwater withdrawal 98 ha of land reclaimed	• Water resources management Waste management and safe operation of tailings facilities • Air quality • Land use and biodiversity

2024 highlights

- Certification of RUSAL Kamensk-Uralsky and RUSAL Kremny Ural to the ISO 14001:2015 standard
- Launch of the 16-th proprietary gas treatment unit
- Delivery of aluminium recycling projects
- Implementation of the Green Wave and River Day projects
- Arranging a nature trail in the Krasnoyarsk Pillars National Park

UN Global Sustainable Development Goals

Contribution to Russia's National Projects

Approach to environmental management

GRI 3-3, ASI PS 3.1

RUSAL's operations impact environmental components. Responsible natural resource use and minimisation of such impacts form an integral part of RUSAL's management. The Company is continuously embedding the best practices of administering environmental aspects, risks and opportunities, makes use of advanced treatment facilities and water recycling systems, involves recyclables in production, performs land reclamation, and delivers biodiversity conservation projects.

ASI PS 2.3

The Company's facilities are guided by statutory requirements of the countries of operations, established environmental impact standards and limits[24]. Environmental impacts are monitored in the context of industrial environmental control and additional research. RUSAL's facilities run environmental protection and efficiency

[24] In accordance with the legislation of the Russian Federation, temporary limits are established if annual limits cannot be met for the period during which the Company takes measures to reduce the impact on the relevant environmental component.

improvement programmes. They are aimed at reducing the impact of production activities on environmental components, including by the introduction of the best available technologies (BATs).

HKEX Aspect A1, A2, A3, ASI PS 2.1,I PS 2.4, SASB EM-MM-160a.1

The Company has a number of fundamental documents setting forth the key provisions of RUSAL's environmental activity:

- Environmental Policy. It covers the principles that the Company undertakes to comply with when making managerial decisions at all levels in order to prevent and minimise negative environmental impacts. In addition, the Environmental Policy outlines the Company's environmental protection pillars.
- Biodiversity Policy. It outlines the Company's position on biodiversity conservation and the key principles observed by the Company to this effect. The document introduces a risk-based approach across the Company, with biodiversity risk assessment becoming mandatory in the planning and implementation of production activities. *GRI 101-1*
- **Sustainability Strategy.** It outlines 5 priority projects to mitigate environmental impacts of production, for which strategic goals are set. Environmental targets are established for the management company, directorates, divisions, and for each facility. Such goals are factored in determining personal KPIs of employees, divisions and facilities.
- Code of Corporate Ethics. It sets out environmental requirements imposed by the Company on its employees, managers, Board members, suppliers of goods and services, intermediaries, consultants, and other business partners. These requirements are related to compliance with environmental laws, reduction of negative impacts on environmental components, reclamation and restoration of biodiversity, and environmentally safe treatment of hazardous waste.
- **Guidelines on the Environmental Management System.** It establishes the principle of environmental protection as one of the Company's priorities. In addition, the guidelines contain ethical principles for this area of practice, which are binding upon all RUSAL employees. The principles are associated with resource conservation, prevention of environmental incidents, enhancement of the environmental management system, compliance with environmental laws, management of environmental risks, and personal environmental responsibility of employees.

ASI PS 2.4

RUSAL's management of environmental aspects, risks and opportunities is dealt with by the following organisational and structural units at the level of management companies for each division:

Board of Directors	Examines and approves strategic environmental priorities and goals, monitors the implementation of significant environmental projects and initiatives to improve the environmental management system, including as part of meetings of the Health, Safety and Environmental Committee
General Director	Bears personal responsibility for implementing the Company's Sustainability Strategy and its environmental goals
Executive Committee	Constitutes an advisory body to the General Director, assists the Board and the General Director in monitoring the efficiency of delivering the Company's Sustainability Strategy, including in the environmental pillar
Sustainability Directorate	Charged with implementing the Sustainability Strategy across all Company divisions, including the provisions related to environmental responsibility
Environmental and Climate Regulation Department	Provides functional management of the environmental services of the Company's divisions and facilities, shapes and consolidates annual goals based on strategic objectives, drafts and monitors the implementation of policies, regulations, standards and corporate-wide documents, consolidates the assessment of environmental risks of facilities, and performs an annual analysis of the dynamics of such risks together with the Directorate for Control, Internal Audit and Business Coordination The department comprises specialised units responsible for specific environmental issues related to environmental regulation and control, environmental safety and regulation of greenhouse gas emissions, as well as arranging for preparation and certification of the Company's facilities for compliance with the ASI standards

In 2024, RUSAL drew up the Supplier Code. The document is expected to be approved in 2025. The Code rests on the condition that each counterparty or contractor that contracted to supply or perform the work,undertakes to follow the Company's environmental responsibility requirements in its business activities.

GRI 3-3, ASI PS 2.3

RUSAL incorporates environmental risks in the Company's overall risk assessment. In tune with the corporate regulations on risk management, environmental risks and mitigation activities are revised on a quarterly basis, as and where necessary.

Robust management of environmental aspects, risks and opportunities at the level of facilities is guaranteed by the environmental management system (EMS). The Company constantly harmonises its EMS and approaches to addressing environmental aspects, which is aligned with the international standard ISO 14001 Environmental management systems. Facilities and the management company regularly complete supervisory and recertification audits to verify compliance. As of the end of 2024, 24 of 31 Company's operational sites[25] (77%) were certified, including certification audits held in 2024 at two RUSAL's facilities: RUSAL Kremny Ural and RUSAL Kamensk-Uralsky.

Several facilities across the production chain from mining to manufacturing of finished products (the full list is posted on the official website of the Aluminium Stewardship Initiative (ASI)) are certified to the ASI Performance and ASI Chain of Custody standards. Their requirements cover environmental aspects of the aluminium production and supply chain, among others. A total of 18 facilities of the Company were certified by the end of 2024.

GRI 2-27, ASI PS 2.3, HKEX Aspect A1

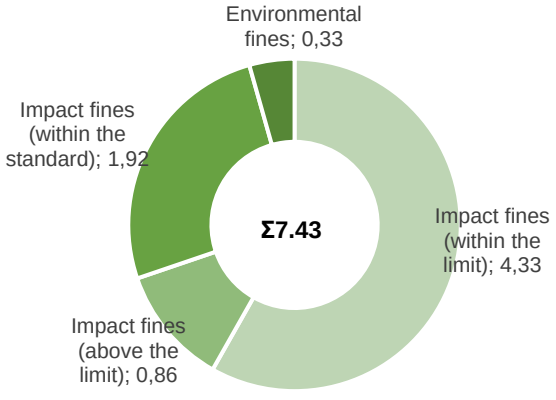
RUSAL is compliant with environmental laws of the countries of operations. In 2024, comprehensive environmental permits, being authorisations setting forth statutory environmental protection requirements, were obtained for 18 Russian facilities of the Company.

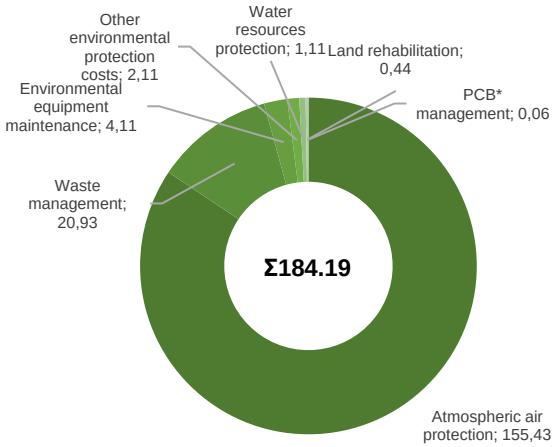
RUSAL's facilities annually undergo inspections held by public supervisory (regulatory) bodies. Over the reporting period, 73 inspections were held, whereupon the Company was charged with 15 fines for failing to comply with statutory environmental protection requirements. The fines paid amounted to USD 0.3 million. At the same time, no significant damage[26] to environmental components was recorded as a result of the Company's operations in the reporting year.

Regular environmental impact fees amounted to USD 7.1 million.

In 2024, the total cost of environmental measures amounted to USD 180.1 million, unchanged from the previous year.

Environmental costs, fines and impact fees for 2024, USD mln[27] *GRI 2-27*





** PCB — polychlorinated biphenyls*

[25] Except for mothballed facilities.

[26] Hereinafter, significant damage means cases of non-compliance with environmental requirements giving rise to payment of the fines over USD 1,000,000.

[27] The aggregate payments and costs may differ from the sum of components due to rounding.

Water resources

GRI 3-3, 303-1, 303-2, SASB EM-MM-140a.2, HKEX Aspect A2, KPI A2.4, KPI A3.1, ASI PS 7.2

The operations of RUSAL, as a mining and recycling company, are impossible without the use of water resources, so sustainable water use is among the Company's priorities. Impact on water resources is associated with water intake and discharge into water bodies. The Company engages with its stakeholders on water use issues: it publishes water reports, collects feedback, and considers suggestions received in decision-making.

RUSAL withdraws water from various sources (water bodies[28], municipal or other water supply systems). At KUBAL, seawater withdrawal is performed for cooling the foundry production and treating emissions. Freshwater is discharged into both surface water bodies and municipal utilities. Seawater is discharged back into the sea. RUSAL's facilities do not expose local communities and the environment of the territories of responsibility to the risk of water scarcity.

Water use standards, including the standards for discharges of pollutants (if any), with account taken of special aspects of water facilities (hydrological, fishery, hydrochemical and other characteristics) are set in line with statutory requirements of the countries of operation. In particular, Russian facilities are governed by the requirements to the wastewater quality established regionally.

No significant cases of non-compliance with water quality laws, rules and regulations were identified in 2024.

In using water, the Company is also guided by internal regulations, including the Environmental Policy, as well as by international standards (ASI, the Principles of the International Council on Mining and Metals).

The Company's facilities perform regular inspections of water supply facilities to prevent leaks and other losses and exercise control over the quality of industrial effluents as part of industrial environmental control (IEC).

RUSAL's facilities incorporate and make use of the best available technologies (BATs) and best practices to sustainably use water, reduce water intake and wastewater discharge. The Alumina Division accounts for the largest share of freshwater consumption (81.0% in 2024) due to the nature of its operations.

HKEX Aspect A1, A2, ASI PS 2.1, PS 2.4, PS 7.2

In order to achieve the Sustainability Strategy goals, RUSAL is implementing the Circular Water in the Key Production Processes project.

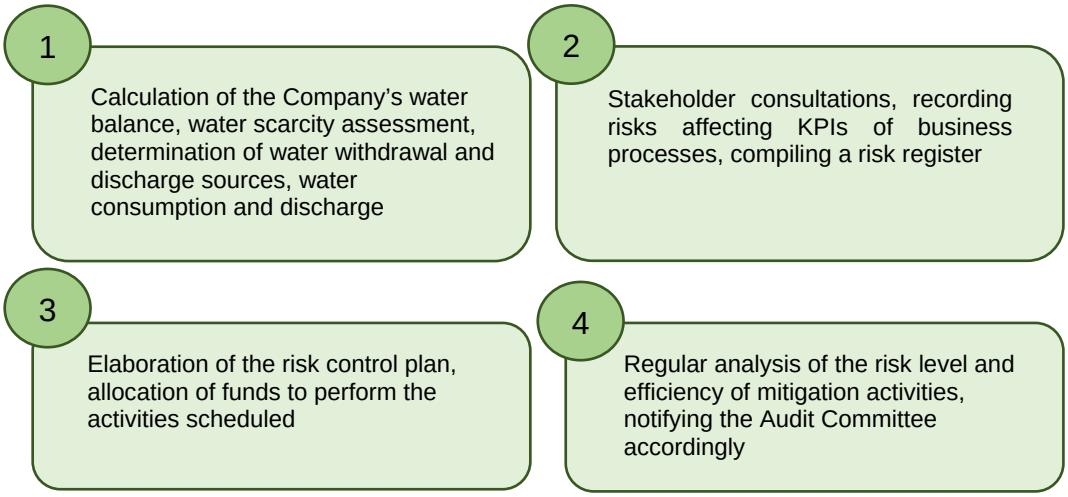
Goal	Status	Progress for 2024
By 2027: Bringing a share of water recycling in alumina refining, aluminium smelting and the manufacturing of finished aluminium products to 100%	Ongoing	RUSAL Kamensk-Uralsky continues to implement the project to migrate to a closed-loop water recycling system. At RUSAL Armenal, measures were taken to improve the recycling unit of the rolling unit.

GRI 303-1, ASI PS 7.1

RUSAL conducts an annual quantitative and qualitative assessment of its impact on water resources in accordance with the Environmental Reporting Regulations. Indicators are assessed at all of the Company's facilities covered by the said regulations. The results of primary accounting, official statistical reporting, and the outcomes of industrial environmental control form the Company's consolidated reporting metrics.

The Company's water management is embedded into the overall risk management system. The approach entails the following stages::

[28] The key surface water bodies from which water is withdrawn / to which effluents are discharged are: the Iset, Turya, Chulym, Pyardomlya, Ryadan, Yenisei rivers in Russia (the Yenisei River — only withdrawal); the Hrazdan River in Armenia, and the Konkure River in Guinea.



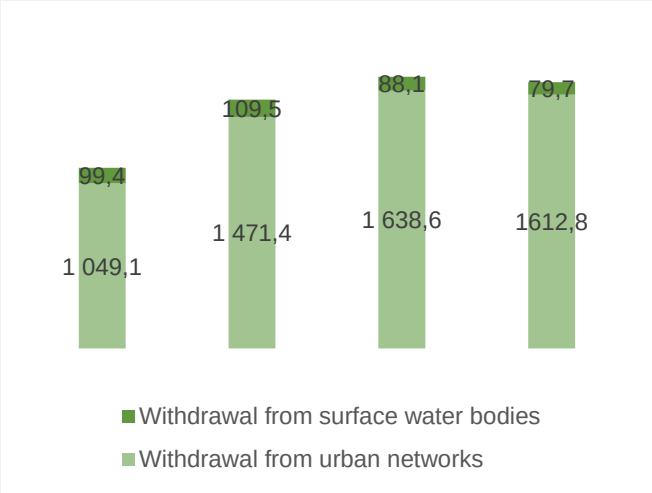
RUSAL case study

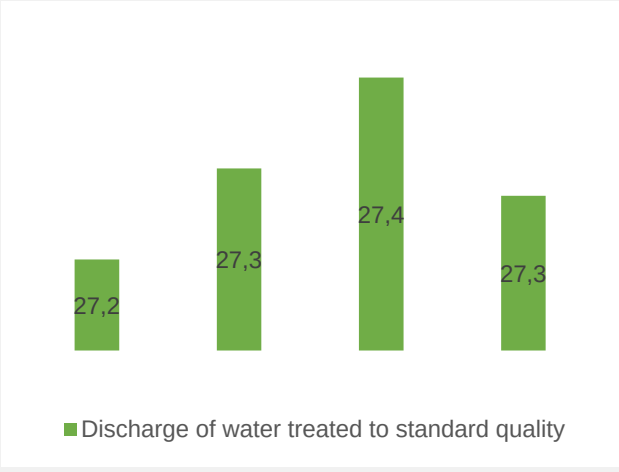
Operations in water-scarce regions

SASB EM-MM-140a.1, ASI PS 7.3, PS 7.1

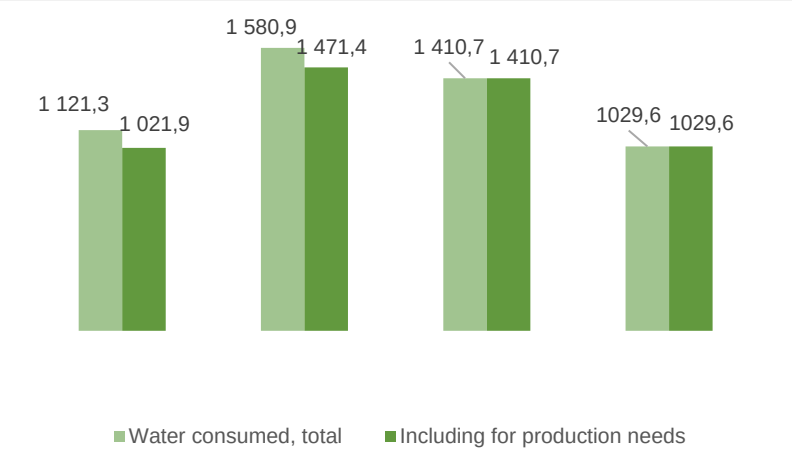
According to the Water Risk Map developed by the World Resources Institute (WRI), RUSAL has assets located in the regions with a high level of water stress — Armenia and Italy. RUSAL Armenal performs only water intake, while the Italian asset Eurallumina is mothballed. A share of water intake in water-scarce regions amounted to 0.97% of RUSAL's total water intake in 2024. The facility discharges only water treated to standard quality.

Water withdrawal, discharge and consumption[29] at RUSAL Armenal, thousand m³ *GRI 303-3, GRI 303-4, GRI 303-5, HKEX KPI A2.2*





[29] The facility's water consumption values are calculated on the basis of annual environmental reporting, which is generated using initial accounting data on water use indicators, industrial environmental control, and statistical reporting.



To minimise the impact on water resources, RUSAL Armenal makes use of a recycled water supply system. It enables the Company to reduce water intake and discharge in the water-scarce region.

SASB EM-MM-140a 2, HKEX Aspect A1, KPI A2.4, ASI PS 6.4

In 2024, there was no shortage of water resources to meet the production needs, and there were no cases of accidental discharges of pollutants into water bodies, which would have resulted in substantial damage for the Company[30]. On top of that, there were no significant impacts on water resources and related risks at the Company's facilities over the reporting period.

In the context of implementing the Sustainability Strategy and the Environmental Policy, RUSAL takes measures aimed at decreasing water consumption and reducing the negative impact of its manufacturing activities on water bodies to the maximum extent possible, as well as at preventing and minimising water risks in accordance with the environmental protection plan. The plan is updated every five years or whenever there are significant deviations from the baseline values and if material risks are identified. In addition, the document sets forth mechanisms for responding to the risks identified by RUSAL. Activities are implemented in the following areas:

- assessing, monitoring and exercising control over impact on water resources
- improving the quality of wastewater treatment
- increasing a share of reused and recycled water.

Circular economy practices in water use management

GRI 3-3, HKEX Aspect A2, ASI PS 7.2

RUSAL improves the efficiency of using water resources at its facilities. In 2024, the migration to a closed-loop water recycling system in alumina production at RUSAL Kamensk-Uralsky continued. The initiative enabled to significantly reduce discharge into natural water bodies and considerably save on water intake from the Volkovsky Reservoir. In 2024, the work commenced on the third stage of the Site No. 3 Water Recycling Unit project.

In the reporting period, RUSAL also implemented other projects aimed at improving water use efficiency, wastewater quality, and the protection of water bodies.

RUSAL's projects to improve water use efficiency

❖ Project	Implementation period	Expected effect	Status
Upgrading treatment facilities at KAZ	2018–2025	Reducing wastewater discharge by 24.05 thousand m^3	↪
Transferring drainage water from the Mazul Limestone Mine to a clean recycled water system	2018–2025	Reducing water discharge by 155.44 thousand m^3	↪

[30] Over USD 1,000,000.

Reconstructing wastewater treatment facilities of the Cheremukhovskaya Mine	2019–2024	Increasing the capacity of wastewater treatment facilities to bring wastewater treatment to standard levels	✓

✓ – completed ⤳ – in progress or postponed

❖ *For more details about activities to manage water resources, please see RUSAL's Water Report.*

Water management performance

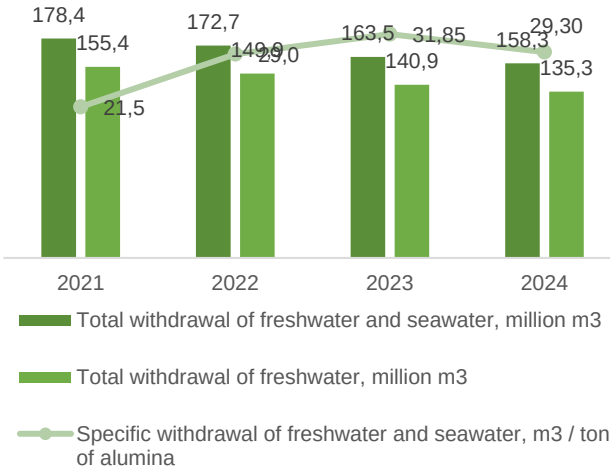
GRI 303-3, HKEX KPI A2.2, ASI PS 7.1, 3.1

In the reporting year, the total amount of freshwater and seawater withdrawal decreased by 2.2% compared to 2023. The amount of freshwater withdrawn for production purposes was 135.3 million m^3, a 4% decrease compared to the same period of the previous year. Seawater intake in 2024 remained unchanged from 2023.

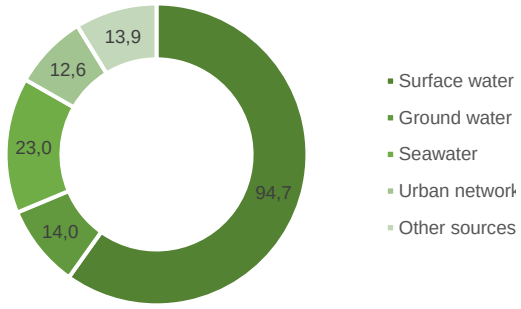
SASB EM-MM-140a.1, HKEX KPI A2.2

To assess the water use efficiency, the Company calculates specific water withdrawal per tonne of alumina produced. In the reporting period, the amount was 29.3 m^3/tonne of alumina, down by 8% compared to 2023. It was due to water withdrawal reduction at BAZ (effect of completion of the recycled water supply system project) and lower production at Achinsk alumina refinery.

Total and specific water withdrawal *GRI 303-3, SASB EM-MM-140a.1*



Water withdrawal by source[31], million m³ *GRI 303-3, ASI PS 7.1, ASI 3.1*

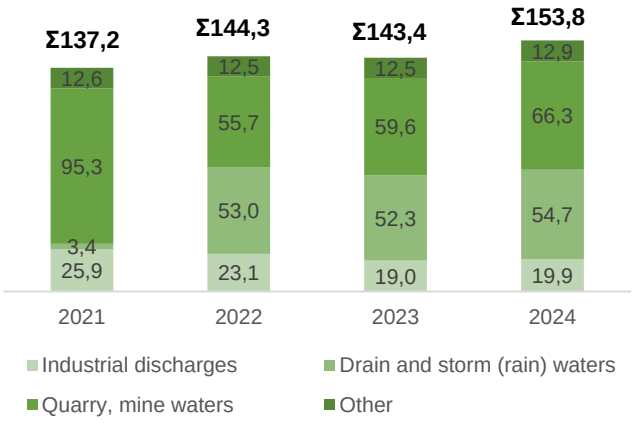


GRI 303-4, ASI PS 6.2, ASI PS 6.6

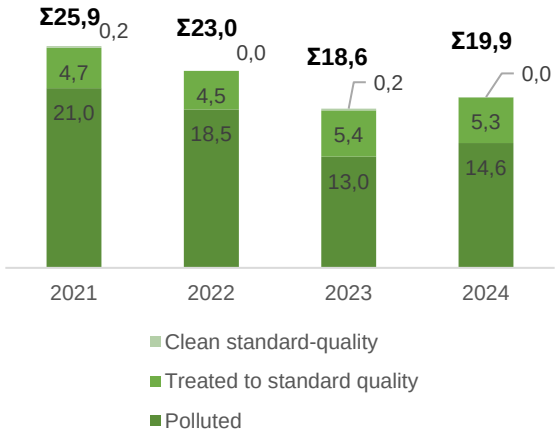
In 2024, the discharge of industrial wastewater into surface water bodies increased by 7.3% compared to the previous year. It was driven by increasing the volume of quarry and mine water during the development of bauxite («Timan Bauxite», Severouralsk Bauxite Mine) and nepheline mines (Kia-Shaltyr Nepheline Mine). Mostly, physical treatment methods are used to treat industrial effluents of the Company's facilities. In addition, the Company seeks to prevent bauxite residues from entering the water.

[31] Hereinafter, indicators related to water use are given based on the annual environmental reporting, which is generated using data of initial accounting of water use indicators, industrial environmental control and statistical reporting of facilities (Form 2-TP) in accordance with the relevant internal regulations. There are no water-related details for the Bauxite Company of Guyana, the Bauxite Company of Kindia, and the Friguia Bauxite and Alumina Complex in Guinea, which do not have water metering systems in place (there are no applicable local regulations in respect of monitoring and measuring water resources). The consolidated values of the Company include only data on the water withdrawal of the Friguia Bauxite and Alumina Complex.

Freshwater discharge in surface water bodies by category[32], million m³ *GRI 303-4*



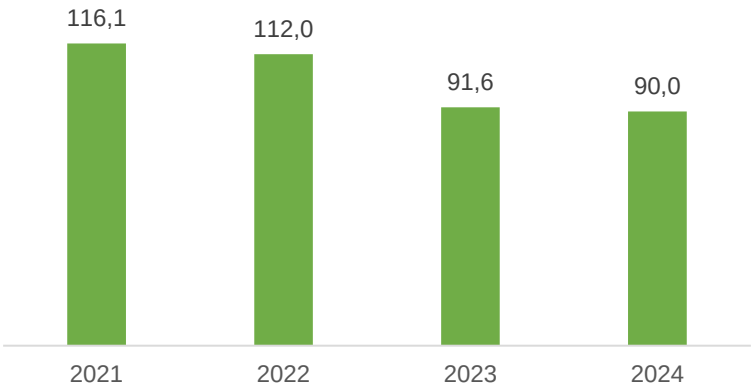
Industrial discharge in surface water bodies by category, million m³ *GRI 303-4, ASI PS 6.2*



GRI 303-5

Over the reporting period, the Company consumed 90.0 million m³ freshwater, a 4.6% increase compared to 2023 due to increase in water use for production needs at Windalco and Friguia.

Total freshwater consumption[33], million m³ *GRI 303-5*



❖ *For more details about using water resources, please see Appendix 3 'Key quantitative data'*

Waste management

GRI 3-3, 306-1, 306-2, HKEX KPI A1.3, KPI A1.4, KPI A1.6, KPI A3.1, ASI PS 6.5, SASB EM-MM-150a.10.

The Company's major environmental impact is associated with the generation of hazardous and non-hazardous waste[34], its accumulation and disposal. The industry is characterised by specific non-hazardous waste — red and nepheline sludge resulting from the production of alumina after recycling bauxite and nepheline ores, respectively, as well as spent carbon pot lining of aluminium electrolysers. For many years, the Company has

[32] In 2024, the total amount of freshwater discharge to the municipal water disposal systems was 135.5 thousand m³.

[33] At Russian facilities, water consumption is calculated in accordance with Form 2-TP (water management) as a sum of the following water use codes: '102' (production needs), '8' (other needs). in 2023, only code 102 was taken into account when calculating the indicator (production needs). In the reporting period, the codes 102 (production needs) and 101 (drinking and household) were taken into account when calculating the indicator. The units based in other countries apply other similar calculation methodologies that reflect the national specifics of accounting.

[34] Pursuant to Russian environmental laws, hazardous waste includes waste of hazard classes I, II and III (extremely hazardous, highly hazardous and moderately hazardous), while waste of classes IV and V (low-hazard and practically non-hazardous waste) is considered non-hazardous waste. Facilities located in other countries determine the type of waste in accordance with their national classification.

been consistently minimising the amount of waste generated and increasing a share of its recycling. In particular, RUSAL strives to re-involve recycled aluminium in production.

RUSAL case study

RUSAL's circular economy practices

Expanding the range of goods produced through the use of recycled aluminium meets the goals of RUSAL's Sustainability Strategy and Post-Production waste management strategy. The Company seeks to make sure that aluminium scrap is recycled on an industrial scale, as the involvement of recyclables in production enables the Company to produce goods with a low carbon footprint. RUSAL's priorities include the involvement of aluminium scrap, whose recycling requires a high level of technical expertise and the use of advanced equipment. The Company is implementing the following recycled aluminium projects:

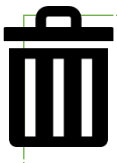
- Starting from 2023, KrAZ makes uses of aluminium scrap in the production of foundry alloys for the automotive industry. The facility receives a finished melt of recycled aluminium from a partner and adds it to the metal it smelts from alumina.
- In 2024, KrAZ for the first time produced a batch of aluminium to manufacture cans through the use of scrap. To manufacture this product, 60 tonnes of can scrap was melted down. The packaging produced from this material will be fully equivalent in technical features to a can made from primary aluminium.
- Over the reporting period, VgAZ completed a pilot project to involve aluminium scrap in the production of billets. In 2024, the facility recycled 1,150 tonnes of scrap in this way, which is twice as much as in 2022. The Company will replicate VgAZ's experience at other aluminium smelters.

In the reporting period, RUSAL managed to sell products containing recycled aluminium. The demand for the products, whose manufacturing is aligned with RUSAL's sustainability principles, is growing, and during the reporting period, the Company was completing the creation of a fleet of rotors for recycling of aluminium scrap, to be able to re-involve it in production. The rotors will be able to annually remelt 17 thousand tonnes of scrap and up to 40 thousand tonnes of aluminium dross.

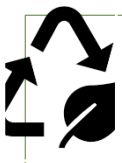
- ❖ *For more details about low carbon footprint products, please see the Climate change and energy section*
- ❖ *For more details about disruptive aluminium production and recycling technologies, please see the Digitalisation and innovation section*

The Company has its own waste disposal facilities and approaches their operation responsibly. RUSAL makes use of a variety of mechanisms to minimise the negative impact of its facilities on environmental components and takes the necessary measures to ensure the safe operation of hydraulic structures.

The Company's primary waste management activities are directed at reducing the generation and increasing a share of reused and recycled waste. Another important aspect is to provide for the safe disposal of waste, putting which to further work is rendered impossible, at specialised facilities. As part of these activities, RUSAL drafted the Post-Production Waste Management Strategy 2035. Its fundamental principles are outlined below:



organisation of safe waste disposal



increasing a share of waste reuse and recycling, including for internal needs

disclosures regarding the safe operation of sludge disposal areas

To achieve the goals of the Sustainability Strategy and the Post-Production Waste Management Strategy, RUSAL implements the Circularity of Key Post-Production and Post-Consumer Materials and the Safe Operation of Sludge Disposal Areas and Facilities for Placement of Non-Recyclable Waste projects.

Goal	Status	Progress for 2024
By 2035: Ensure a gradual reduction of waste-to-landfill by at least 10%[35] per tonne of metal and safe disposal of 100% of such waste	Ongoing	Waste generation decreased by 9.8% compared to 2021 RUSAL has provided the safe disposal of non-recyclable waste
Bring at least 15% of alumina production waste and at least 95% of aluminium and silicon production waste back to cycle	Ongoing	8.7% of the red/nepheline sludge generated, 78.8% of the spent coal liner and 95.8% of the aluminium slag were recycledIn the process Recycled aluminium products continue to be produced as part of the
Bring at least 20% of post-consumer aluminium waste back to cycle	Ongoing Continued production of products with recycled aluminium as part of	14.7 thousand tonnes of aluminium scrap recycled

In addition, the Company is boosting advanced waste recycling practices at its facilities:

- using certain types of waste in construction; and
- sending nepheline sludge to cement industry enterprises for its use as feedstock.

In 2024, specialists of the Company's design, engineering and technology institutes developed a technology to extract sodium sulphate, which is used in the production of household chemicals, from aluminium production waste.

RUSAL case study

Producing raw materials for detergents

At two of its aluminium smelters, the Company launched the production of crystalline sodium sulphate in the form of sodium sulphate mixture, which is an important raw material for the production of synthetic detergents.

When treating gases emitted during electrolysis, sodium salts appear from sulphur dioxide inside treatment facilities. It results in reducing the efficiency of treatment. To make use of this substance, RUSAL designed a technology to produce crystalline sodium sulphate from gas treatment products in the form of sodium sulphate mixture required for the production of detergents. Sodium sulphate production lines have been launched at NkAZ and KrAZ. In the future, the Company intends to launch production of this substance at BrAZ.

The project investment was about RUB 600 million.

SASB EM-MM-150a. 9, ASI PS 6.3, PS 6.4

RUSAL's facilities that have their own waste disposal facilities, including sludge collectors, sludge disposal areas, ash dumps and industrial waste landfills, implement measures to ensure their safe operation in order to prevent and minimise negative environmental impacts. Waste disposal facilities are monitored and supervised as per the approved programmes in line with environmental laws. RUSAL employees involved in collection, transportation and disposal of waste take mandatory training in waste management. In addition, RUSAL specialists drafted and approved safe waste management programmes for 2024–2029. The programmes set targets for each year.

In 2024, there were no cases of waste disposal at unauthorised sites or with significant violations of environmental requirements, and there were no material sludge spills.

[35] Versus 2021.

Map of waste disposal facilities *SASB EM-MM-540a.1*

Ensuring the safety of hydraulic structures

SASB EM-MM-540a.2, EM-MM-540a.3

RUSAL regularly conducts audits of hydraulic structures (HS) and carries out daily monitoring of potential waterlogging to ensure the safe operation of facilities and prevent the occurrence of spills and other emergencies. No such incidents were recorded in the reporting period. The Company implemented measures to ensure readiness for the flood season, intensified control of responsible persons, and held briefings and training sessions to master practical actions in the event of emergencies.

RUSAL elaborated emergency response plans for all hydraulic facilities. These documents outline scenarios of the most likely emergencies, a list of forces and means required for emergency response, as well as emergency preparedness and accident notification procedures. In 2024, as in previous years, no incidents with negative impacts on biosystems were recorded at these facilities.

In 2024, the Company continued with the project to ramp up and consolidate pits Nos. 1, 2 and 3 of sludge disposal site No. 3 at the Urals Aluminium Smelter. The new facility will meet today's requirements for safety and prevention of environmental impacts.

- *The inventory table of the Company's sludge disposal areas is found in Appendix 2 'Additional information'*

Waste management effectiveness

GRI 306-3, MM3, SASB EM-MM-150a.4., EM-MM-150a.5., EM-MM-150a.7., HKEX KPI A1.3, KPI A1.4, ASI 6.5

In the reporting period, a share of hazardous waste in the total amount of waste generated (excluding overburden) was 5.6%. The amount of overburden was 35.3 million tonnes, a 24.4% decrease YoY. This is due to reduction of overburden generation at «Timan Bauxite».

Overburden and red/nepheline sludge account for the overwhelming majority of the total waste generated (96.3% in 2024). A share of non-hazardous waste in the Company's waste generation structure (excluding overburden) was 94.4%.

Over the reporting period, the total amount of waste generated (excluding overburden) was 12.2 million tonnes, a 11.3% decrease YoY.

Total waste generation by type of waste[36], million tonnes *GRI 306-3, MM3, SASB EM-MM-150a.4., EM-MM-150a.5., EM-MM-150a.7., HKEX KPI A1.3, KPI A1.4, ASI 6.5*

Types of waste	2021	2022	2023	2024
Hazardous waste	0.7	0.8	0.8	0.7
Non-hazardous waste, including	83.5	62.0	59.6	46.8
overburden	68.6	49.0	46.7	35.3
red/nepheline sludge	14.1	12.0	11.8	10.4
other non-hazardous waste	0.8	1.0	1.2	1.1
Total waste	84.2	62.8	60.4	47.4
Total waste, excluding overburden	15.6	13.8	13.8	12.2
Total waste, excluding overburden and red/nepheline sludge	1.5	1.8	2.0	1.7

Waste management by operation and type of waste in 2024[37], million tonnes *GRI 306-4, 306-5, ASI PS 6.5, SASB EM-MM-150a.8.*

Type of operation	Hazardous waste	Overburden	Non-hazardous waste, excluding overburden
Total waste disposed of, including	0.018	34.3	10.0
landfilling on-site	0.008	12.5	2.0
accumulation on-site	0.008	21.7	7.7
landfilling off-site	0.002	0	0.2
Total reused and recycled waste, including	**0.67**	**1.2**	**1.5**
at the production site	0.65	1.2	0.6
by third parties	0.014	0	0.9

ASI PS 6.6, 6.7, 6.8

In 2024, the total red/nepheline sludge generated was 10.4 million tonnes (including 0.3 million tonnes used within the Company and 0.5 million tonnes sent to third-party customers). The total spent carbon pot lining from electrolysers was 31.1 thousand tonnes (including 24.5 thousand tonnes directed for reuse and recycling). In addition, the total dross generated was 2.6 thousand tonnes (including 2.5 thousand tonnes directed for reuse and recycling).

❖ *For more details about waste generation and management, please see Appendix 3 'Key quantitative data'*

HKEX KPI A2.5

Packaging materials for finished products are primarily used by the Downstream Division facilities. Their share in the total consumption of raw materials / supplies involved in production and packaging is insignificant.

Air emissions

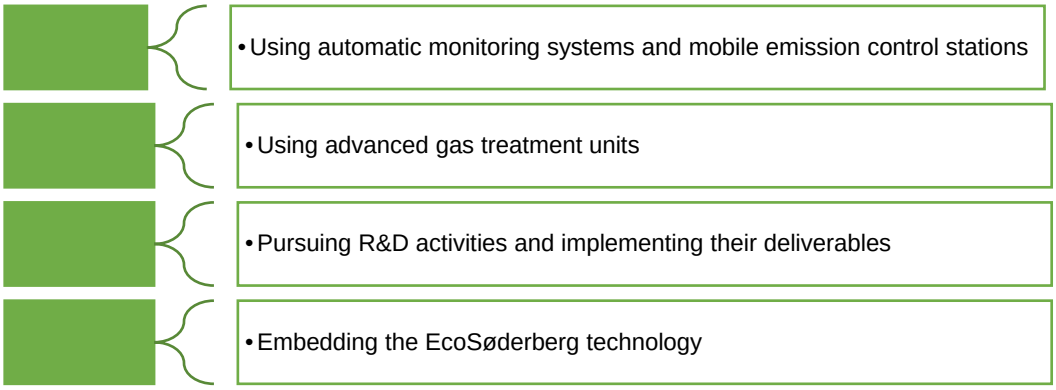
GRI 3-3, SASB EM-MM-120a.1, HKEX KPI A1.1, KPI A3.1, ASI PS 3.1. KPI A1.5

[36] Hereinafter in the Waste management effectiveness subsection of the Waste management section, the details for deposits in Guyana (the Bauxite Company of Guyana) and Guinea (the Bauxite Company of Kindia and Dian-Dian), which may be of essence for consolidated indicators of overburden generation and management, are excluded due to the lack of measurement systems and relevant requirements in national laws.

[37] A certain portion of waste of utmost significance for the Company's production activity is sent for landfilling at its own facilities: overburden from the mining of bauxite, nepheline; red/nepheline sludge from alumina and hydrate production; spent carbon and refractory pot lining from primary aluminium production by electrolysis; spent foundry refractory lining; carbon-containing waste, spent refractory lining (from green anode baking furnaces) from anode and anode paste production.
A share of such waste (excluding overburden from bauxite and nepheline mining), and a portion of such waste, as carbon-containing waste (coal foam) from primary aluminium production by electrolysis, dross from alloy production, other overburden (e.g. from the mining of limestone) are sent to third-party organisations for recycling.

Reducing air pollution is among RUSAL's top environmental priorities. The Company implements measures aimed at reducing emissions from its operations into the atmosphere, organising and conducting air quality monitoring in the cities where it operates. The Company is upgrading its aluminium smelters: in 2024, an agreement was signed with a major Russian bank to finance the upgrade of the KrAZ and BrAZ facilities. As a result of the investment project, half of the capacity of these smelters will be converted to pre-baked anode technology. Since 2019, RUSAL has also been contributing to achieving the federal Clean Air project goals.

RUSAL's activities to achieve the Clean Air project goals



HKEX KPI A1.5, ASI PS 6.1

To achieve the Sustainability Strategy goals, RUSAL is implementing the Atmospheric Air Quality Normalcy project.

Goal	Status	Progress for 2024
By 2027: reduce above-limit air emissions by 100%	Ongoing RUSAL keeps on upgrading its production sites and implements measures as part of the Clean Air federal project	Above-limit emissions decreased by 50%
By 2035: reduce emissions of pollutants per tonne of aluminium, including total fluorides by 25% against the 2021 baseline		Emissions decreased by 6.8% (including total fluorides by 21.7%)

RUSAL's facilities reduce pollutant emissions through timely maintenance and repair of the existing equipment and the introduction of advanced gas treatment equipment as part of production upgrade programmes. Gas treatment units of the Company's facilities enable to capture substances and return them to the production cycle: for example, gaseous and solid fluorides are captured and re-involved in production at aluminium smelters.

RUSAL case study

RUSAL launches proprietary gas treatment units

In 2024, the Company launched the sixteenth proprietary dry gas treatment unit at NkAZ in test mode. A total of 24 such units are expected to be put into operation at aluminium smelters. The equipment outperforms imported equivalents by technical features, is less demanding in maintenance, and operates stably at low temperatures. The unit not only treats waste gases but also re-involves the captured material in production. The unit makes use of an improved bag filter. The treatment efficiency exceeds 99.5%.

As a result of commissioning proprietary units, the Company managed to save about RUB 1,000,000,000.

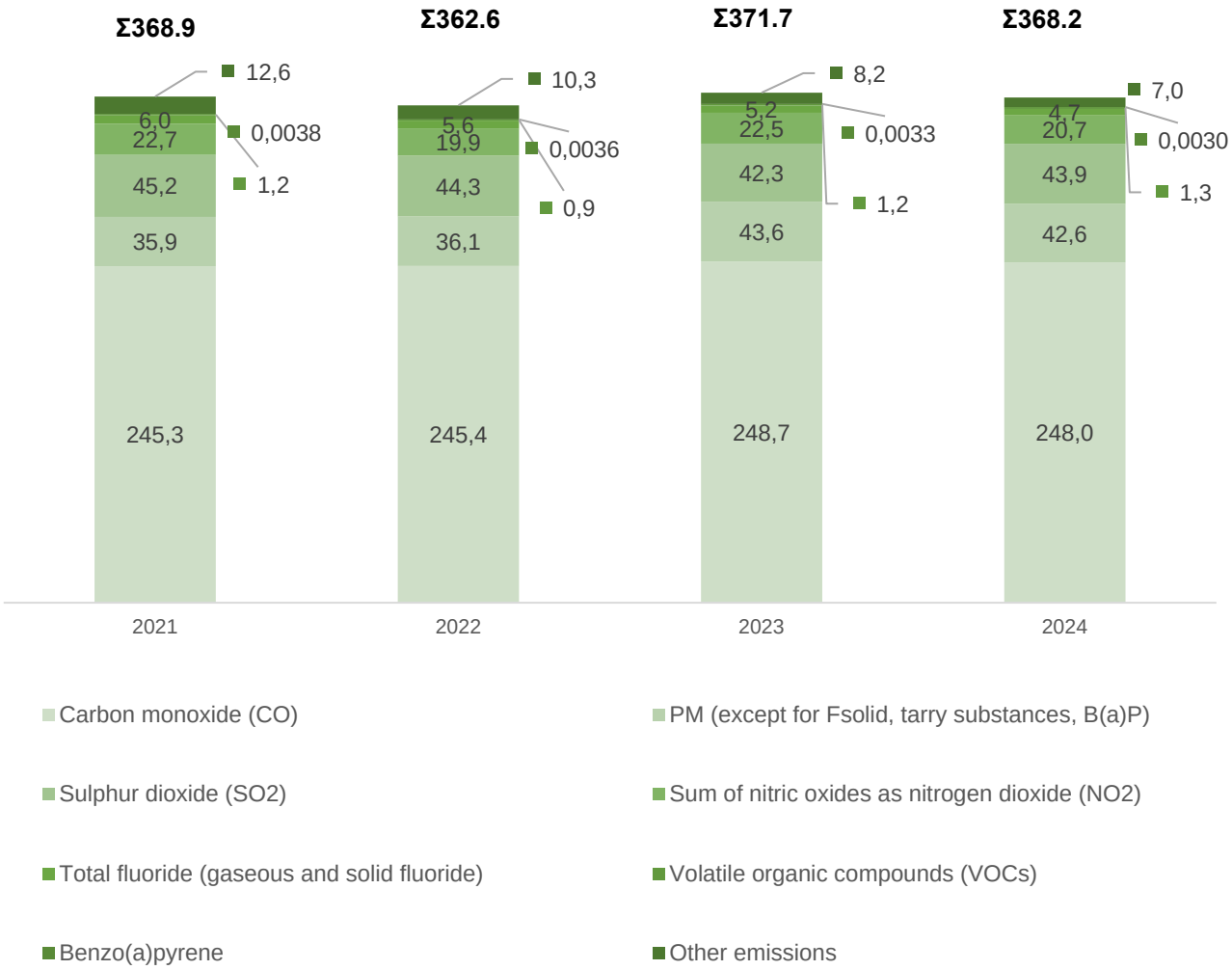
ASI PS 3.2, HKEX KPI A1.1

In terms of emissions, RUSAL's facilities have an insignificant impact on the natural environment and local communities. In 2024, no significant accidental emissions and associated risks were recorded at the Company's facilities.

GRI 305-7, HKEX KPI A1.1, ASI PS 6.1, SASB EM-MM-120a.1

The bulk of air emissions (67.4%, or 248.0 thousand tonnes) is carbon monoxide. Overall, the ratio of pollutant emissions has not changed compared to 2023.

Emissions of pollutants into the atmosphere[38][39], thousand tonnes *GRI 305-7, HKEX KPI A1.1, ASI PS 6.1, SASB EM-MM-120a.1*

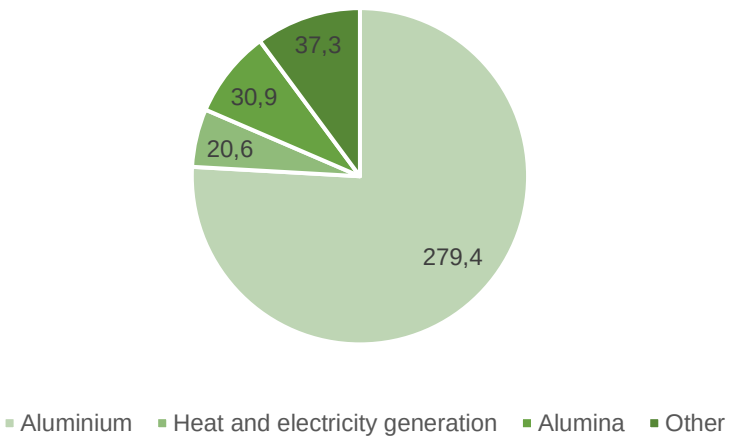


Aluminium smelters are the primary source of RUSAL's air emissions. Production by electrolysis accounted for 75.9% of all pollutant emissions, excluding greenhouse gases.

[38] The Company estimates permissible emissions in accordance with the methodology established by Russian law.

[39] Hereinafter in the Environmental protection — Air emissions section, the details on the Friguia Bauxite and Alumina Complex (Guinea), which may be of essence for consolidated indicators, are presented separately due to the lack of measurement systems and relevant requirements in the national legislation. As evaluated based on fuel consumption data, SO_2 emissions are estimated at 3.85 thousand tonnes.

Emissions of pollutants into the atmosphere by type of production in 2024, thousand tonnes *GRI 305-7, HKEX KPI A1.1, ASI PS 6.1, SASB EM-MM-120a.1*



Emissions of pollutants into the atmosphere by division in 2024, thousand tonnes *GRI 305-7, HKEX KPI A1.1, ASI PS 6.1, SASB EM-MM-120a.1*

Pollutant	Aluminium Division	Alumina Division	Downstream Division	Directorate for New Projects	BoAZ
Carbon monoxide (CO)	214.3	8.9	0.4	1.0	23.4
PM (except for Fsolid, tarry substances, B(a)P)	12.6	27.1	0.1	2.7	0.2
Sulphur dioxide (SO_2)	31.5	7.7	0.05	0.2	4.3
Sum of nitric oxides as nitrogen dioxide (NO_2)	3.0	17.2	0.2	0.4	0.08
Total fluoride (gaseous and solid fluoride)	4.6	0.0	0.0	0.0	0.09
Volatile organic compounds	0.4	0.5	0.4	0.04	0.02
Benzo(a)pyrene	0.0029	0.0	0.0	0.0	0.0
Other emissions	0.2	4.3	0.1	0.2	0.005
Total	268.6	65.7	1.3	4.5	28.1

- *Please find specific emissions of pollutants into the atmosphere in Appendix 3 'Key quantitative data'*

HKEX KPI A1.5, ASI PS 6.1

RUSAL upgrades its aluminium smelters: the EcoSøderberg technology continues to be successfully used at the Bratsk, Irkutsk, Novokuznetsk and Volgograd aluminium smelters. Another 219 electrolysers were installed in 2024. The technology authored by RUSAL's Engineering and Technology Centre is among the Company's key facility upgrade projects. It provides for a better anode gas afterburning and electrolysis containment.

In 2024, as part of upgrading the Bratsk, Krasnoyarsk and Novokuznetskaluminium smelters, the Company continued to introduce the pre-baked anode technology. The technology is estimated to significantly reduce the environmental impact of aluminium smelters. At the constant production level, electricity consumption will fall by 16.5%, fluoride emissions will be down by 73%, and benz(a)pyrene emissions will be eliminated completely (reduced by 100%).

RUSAL case study

Implementation of the Clean Air federal programme

In 2024, RUSAL implemented a set of measures aimed at ensuring an acceptable level of emission quotas for the Company's Russian facilities while maintaining the list of quota towns/cities as part of the Clean Air federal project under the procedure provided for by the resolution of the Government of the Russian Federation. A new dry gas treatment unit was deployed at NkAZ to ensure an acceptable level of emissions.

The measures implemented at KrAZ, BrAZ and NkAZ are factored in the integrated municipal plans to minimise pollutant emissions in Krasnoyarsk, Bratsk and Novokuznetsk, respectively. The integrated plans are aimed at maintaining favourable living conditions for residents by significantly cutting air emissions.

Land resources

GRI 3-3, HKEX KPI A3.1

RUSAL is aware of its responsibility for the preservation and well-being of the land where it operates. The Company is involved in the reclamation of land upon completion of its operations and of land affected by waste disposal. The Company's mining activities, which result in landscape integrity disruptions, have the most significant impact on the land resources.

RUSAL provides financial guarantees for the discharge of its land reclamation obligations. The Company adheres to standard requirements and approaches to land reclamation, as well as standard rules for assessing the obligations of decommissioning and environment restoration.

Over the reporting period, the area of reclaimed land was 98 hectares. It is almost trice higher versus the previous reporting year. In 2024, the area of disturbed land was 288 hectares, a 75% increase YoY. It was due to development of bauxite and nepheline mines.

Total disturbed and rehabilitated land, hectares

	2021	2022	2023	2024
Total area of disturbed land for the reporting year	245	45	164	288
Total area of rehabilitated land for the reporting year	107	77	290	98
Total area of disturbed but not yet rehabilitated land as at 31 December of the reporting year	10,433	12,072	11,018	11,967

In 2024, RUSAL's land reclamation coefficient[40] was 0.34. Reclamation activities continue at facilities Windalco, COBAD, Friguia, CBK, as well as reclamation of the SAZ sludge storage facility, where the area of reclaimed land was 98 hectares: disturbed land is levelled and planted with vegetation.

Aughinish Alumina (Ireland) has adopted a proprietary approach to sludge storage reclamation. Gypsum, sand and bauxite residues are mixed with compost. This fertile layer is then sown with seeds of plants native to Ireland that attract local animals.

In 2024, RUSAL spent a total of USD 444 thousand on decommissioning and land reclamation. There were no land reclamation arrears in the reporting period.

Biodiversity

GRI 3-3, SASB EM-MM-160a.1, HKEX KPI A3.1

RUSAL is committed to minimising negative impacts of its activities on biodiversity in the areas of responsibility by embedding the best global practices. RUSAL is continuously incorporating the best biodiversity conservation practices by participating in the ASI's Biodiversity & Ecosystem Services Working Group and in the working

[40] The land reclamation coefficient is calculated as a quotient of the area of reclaimed land and the area of disturbed land over the reporting period.

group on enhancing the Conservation of Biodiversity and Development of Ecotourism federal project of the Russian Ministry of Natural Resources and Environment.

The Company mainly affects biodiversity by landscape integrity disruptions by industrial facilities. Industrial sites, roads and quarries reduce overgrown areas, which changes natural habitats of living organisms.

When carrying out biodiversity conservation activities, the Company is governed by:

- legislation of the regions of responsibility; and
- Regulations on Primary Risk and Biodiversity Impact Materiality Assessment for Operating Facilities.

Biodiversity conservation issues are always discussed with stakeholders during environmental impact assessments. To succeed, the Company intends to continue cooperation with research institutes and non-profit organisations. Together with experts, studies will be conducted to assess the effectiveness of measures taken by RUSAL. Such measures may include methodological, research and hands-on work on monitoring, maintaining, restoration, offset and evaluation of the biodiversity condition, ecosystem services, and on assessment of the efficiency of steps taken.

ASI PS 8.2

By delivering its Sustainability Strategy, RUSAL strives to ensure a holistic approach to biodiversity conservation and restoration by 2035. If any significant risk is identified, the Company shall elaborate and implement mitigation plans, with due consideration of a hierarchy of potential impact mitigation measures: prevention or mitigation of negative consequences, restoration or offset. RUSAL strives for zero loss of natural biodiversity and for preventing invasion by alien species.

To achieve the Sustainability Strategy goals, RUSAL implements the Biodiversity Conservation and Enhancement of Ecosystem Services project.

Goal	Status	Progress for 2024
By 2035: ensure a holistic approach to biodiversity conservation and priority ecosystem services support by embedding in-house biodiversity conservation and ecosystem services quality programmes at the Company's production sites[41]	Ongoing	The Regulations on Risk Assessment for Biodiversity and Ecosystem Services were drafted, expected to be approved in 2025

ASI PS 8.1, ASI PS 8.2

Pursuing the goal set out in the Sustainability Strategy, RUSAL drafted three corporate biodiversity conservation and ecosystem services support programmes for Timan Bauxite, UAZ and IrkAZ in accordance with the Biodiversity Policy. They rest on evaluating the Company's impact on biodiversity and ecosystem services and on assessing the relevant risks. Such details enable to build a system of target indicators, which, in turn, form the backbone of action planning. In the context of the programme, top-priority ecosystem services were identified, and facility employees were surveyed on the matter.

[41] Involved in ASI Performance certification/recertification in 2023–2035. UC RUSAL's Biodiversity Policy was approved by the Board on 5 August 2022.

It is worth noting a system of metrics and indicators developed by the Company under corporate biodiversity conservation programmes. They enable to assess the state of biodiversity of territories and performance of the measures implemented. The system includes:

- biodiversity and ecosystem services impact index;
- type-based and ecosystem indicators of biodiversity status; and
- indicators of the state of priority ecosystem services.

GRI 101-2, 101-4

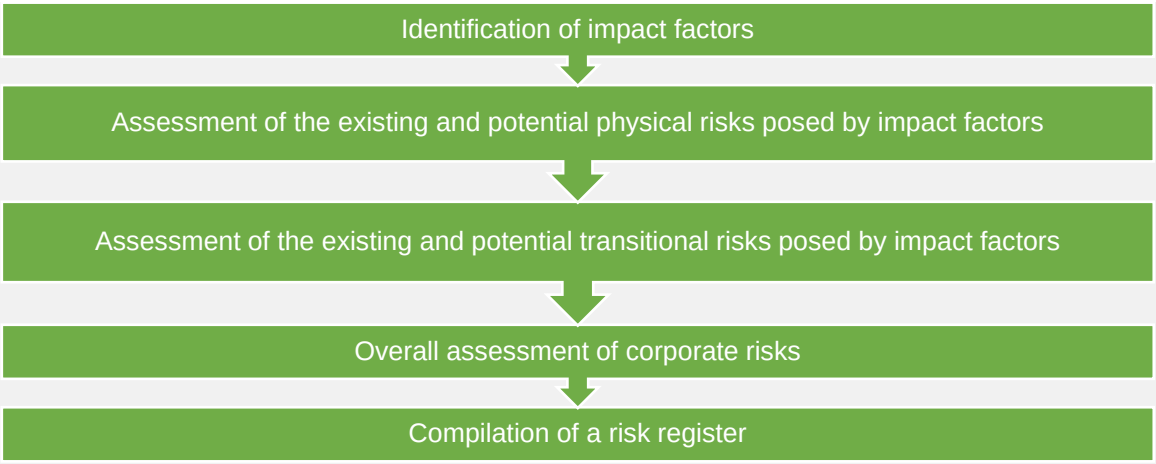
RUSAL case study

Risk assessment in biodiversity and ecosystem services

As part of the corporate programmes, the Company has drawn up the risk assessment regulations to be approved in 2025 and, for the first time, assessed physical and transitional risks related to biodiversity and ecosystem services in the areas of influence of a number of assets (Timan Bauxite, UAZ and IrkAZ) under the TNFD[42] standard.

In accordance with the Biodiversity Policy, RUSAL determines the materiality of risks to biodiversity in such areas, as pollution, use of natural resources, habitat conversion, and introduction of alien species. Assessment is performed in the following manner:

[42] The Taskforce on Nature-related Financial Disclosures.



ASI PS 8.1

In 2024, no significant risks of biodiversity loss were identified. The Company's land use and other activities had no significant impact on biodiversity. Where significant risks exist, RUSAL designs an action plan in view of a hierarchy of mitigation measures:

- measures to prevent negative impacts;
- minimisation measures;
- restoration measures; and
- offset measures.

SASB EM-MM-160a.3, ASI PS 8.1, 8.4, 8.6

No activities of the Company, including mining, are pursued within any UNESCO World Heritage Sites and in other areas of high biodiversity value. There are no threatened species («vulnerable», «endangered» or « critically endangered») in the territories where RUSAL operates (including mining areas). The Company makes every effort to conserve specially protected natural areas. The Company does not maintain record of the IUCN Red List or Russian Red Data Book species, as such species were not identified at the Company's production sites.

It is noteworthy that there is a specially protected natural area in the vicinity of Aughinish Alumina. To this end, RUSAL has drawn up a plan containing practical measures to monitor and preserve this area. RUSAL's performance metrics are posted on the EPA website[43].

SASB EM-MM-160a.1

RUSAL's projects devoted to land reclamation, reforestation, minimisation of air emissions, and organisation of closed-loop water recycling systems, etc. contribute to mitigating the negative impact on biodiversity as well.

GRI 3-3 SASB EM-MM-160a.1

As part of maintaining openness, the Company cooperates with specially protected natural areas (SPNAs), local authorities, and other stakeholders on projects aimed at addressing pressing biodiversity issues. The initiatives pursued by the Company with the support of the Specially Protected Natural Areas of Russia data and analysis system are intended to support and conserve biodiversity in its territories of responsibility. Among others, RUSAL implements the following projects:

Green Wave

This environmental marathon has been in operation since 2018 and covers the grant competition and volunteer campaigns of improvement and landscaping. Participants are representatives of municipal and non-profit organisations, as well as corporate volunteers. For the entire period, more than 3 thousand bushes and trees were planted as part of the grant competition and campaign in 22 locations.

[43] Environmental Protection Agency (Ireland).

River Day

The project started in 2011 on the Yenisei River in Krasnoyarsk and Sayanogorsk. In 2024, it was carried out in 15 locations already, where 2,500 volunteers collected 40 tonnes of waste from banks of water bodies.

The project currently covers a variety of activities for participants, including the release of valuable juvenile fish (sturgeon and grayling) into the Yenisei River and other water bodies. Volunteer teams hold clean-up events, environmental quests and related activities (environmental workshops and lectures) in coastal areas. Participants are awarded with prizes in various categories.

Reforestation measures

Reforestation is one of the most prominent areas of RUSAL's efforts to conserve biodiversity. In 2019 and 2020, the Company planted over 1.1 million pine seedlings in the Irkutsk region on an area exceeding 520 hectares.

In addition to planting new trees, the programme entails their monitoring for five years, which is crucial to make sure that natural biodiversity advances.

Air patrol of forests

Air patrol of forests over the area of 505 thousand hectares is intended to prevent fires or accelerate their suppression. The project includes equipment acquisition, fitting the paratroopers, staff hiring and training.

In the reporting period, carbon units were accrued to the Company for the project that had been recorded in the national register of carbon units in 2023.

- *For more details about the implementation of RUSAL's climate projects, please see the Climate change and energy section*

Flora research

Since 2011, populations of plant species included in the Red Book of the Kemerovo Region have been monitored: single-leaf pulp (Malaxis monophillos), ovoid cache (Listera ovata) and half-moon cluster (Botrychium lunaria). A limited number of research methods are used for protected plants. The number is assessed by above-ground shoots, so the detection depends on weather features of the season, which, among others, affects the fluctuations in assessment.

SASB EM-MM-160a.1

In addition, the Company periodically assesses the impact of its operations on biodiversity, performs monitoring in the regions of responsibility to cover populations of rare and threatened species of fauna (snow leopards), and assesses pollution and environmental health in the regions of operation. RUSAL's specialists examine the recreational load on neighbouring territories. Particular attention is paid to the SPNAs (the Shushensky Bor National Park, the Khakassky Reserve, the Sayano-Shushensky Reserve, the Pozarym Reserve). In the Altai-Sayan ecoregion, the Company implements measures to protect cedar forests.

Other prominent projects delivered by the Company in 2024 include arranging a nature trail in the Krasnoyarsk national park. It was contributed to by volunteers of RUSAL and En+.

RUSAL case study

Arranging a nature trail in Krasnoyarsk

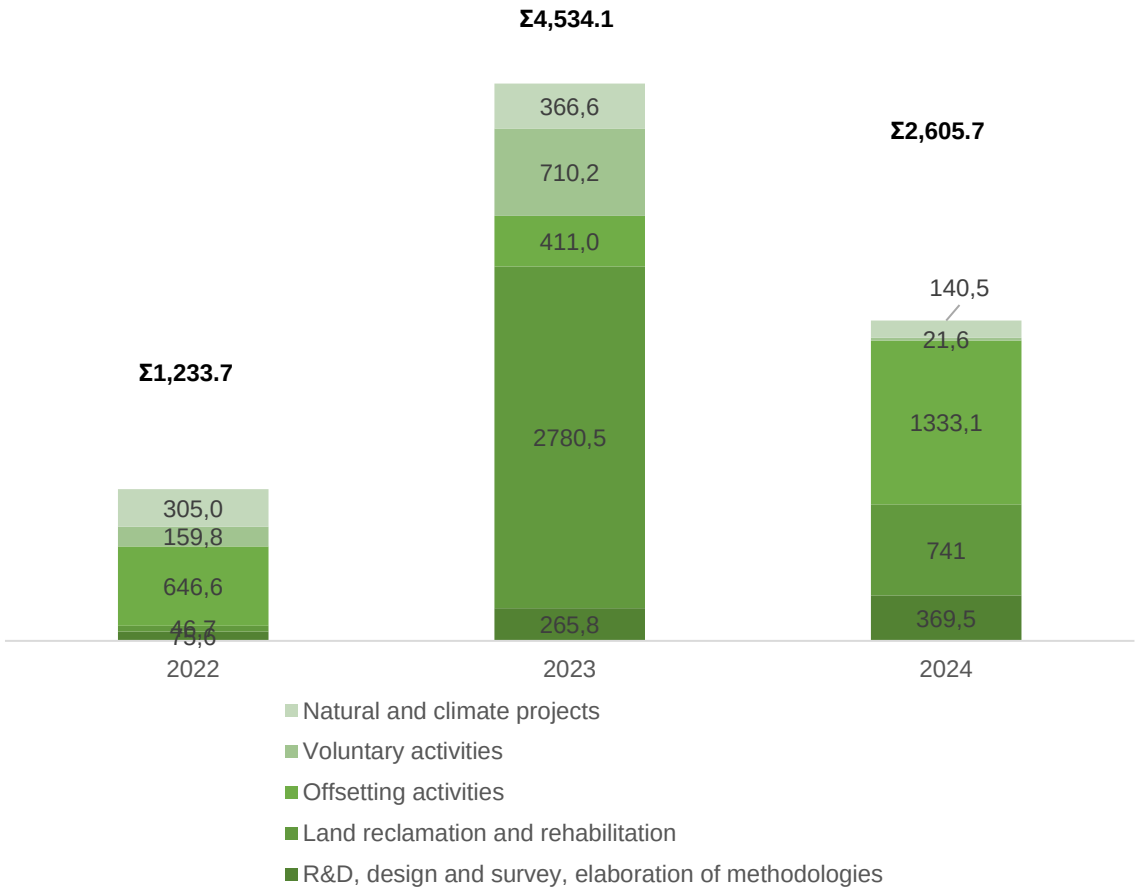
In the reporting period, 27 volunteers from RUSAL and En+ were involved in arranging a nature trail to the Ermak solid rock in the Krasnoyarsk Pillars National Park. This route is popular among visitors, but due to the steep slope of the trail, tourists may get injured.

To improve the nature trail safety, volunteers arranged a wooden floor and installed special information boards, while construction professionals assembled large structures and cleared sites.

The project also entailed lectures on volunteering and ecotourism for the participants.

The 2024 biodiversity-related costs are presented in the chart that follows, by areas of practice.

Costs of biodiversity conservation activities, USD thousand



Plans for 2025 and the midterm

In 2025 and the medium term, RUSAL intends to implement the following measures:

- continue migration to a closed-loop water recycling system at RUSAL Kamensk-Uralsky
- keep on upgrading aluminium smelters and achieving the Clean Air federal project goals
- continue to equip aluminium smelters with proprietary gas treatment units
- proceed to implementing measures to involve waste back in the economy
- continue construction of waste disposal facilities
- move on implementing land reclamation and biodiversity conservation measures

4. Climate change and energy

2024 key figures	Material topics
4.0% a year-on-year reduction in Scope 1 gross GHG emissions[44] 10.1% a year-on-year decrease in energy consumption per tonne of aluminium	• Climate change • Products with low carbon footprint

2024 highlights

- Recording four technological climate projects in the Russian carbon units registry
- Accruing over one million carbon units to RUSAL in the Russian carbon units registry in the follow-up of the 5-year implementation of the forest climate project (2019–2023)
- Making transactions with carbon units, including the organisation, jointly with partners, of the first international transaction of selling Russian carbon units received in the course of implementing RUSAL's forest climate project

UN Global Sustainable Development Goals

Contribution to Russia's National Projects

Non-ferrous metals companies emit greenhouse gases resulting from their operations, for which reason RUSAL is working to reduce and mitigate negative impacts of its facilities on the climate. In its non-financial disclosures, the Company takes account of the guidance of the IFRS Foundation's International Sustainability Standards Board (ISSB).

Governance

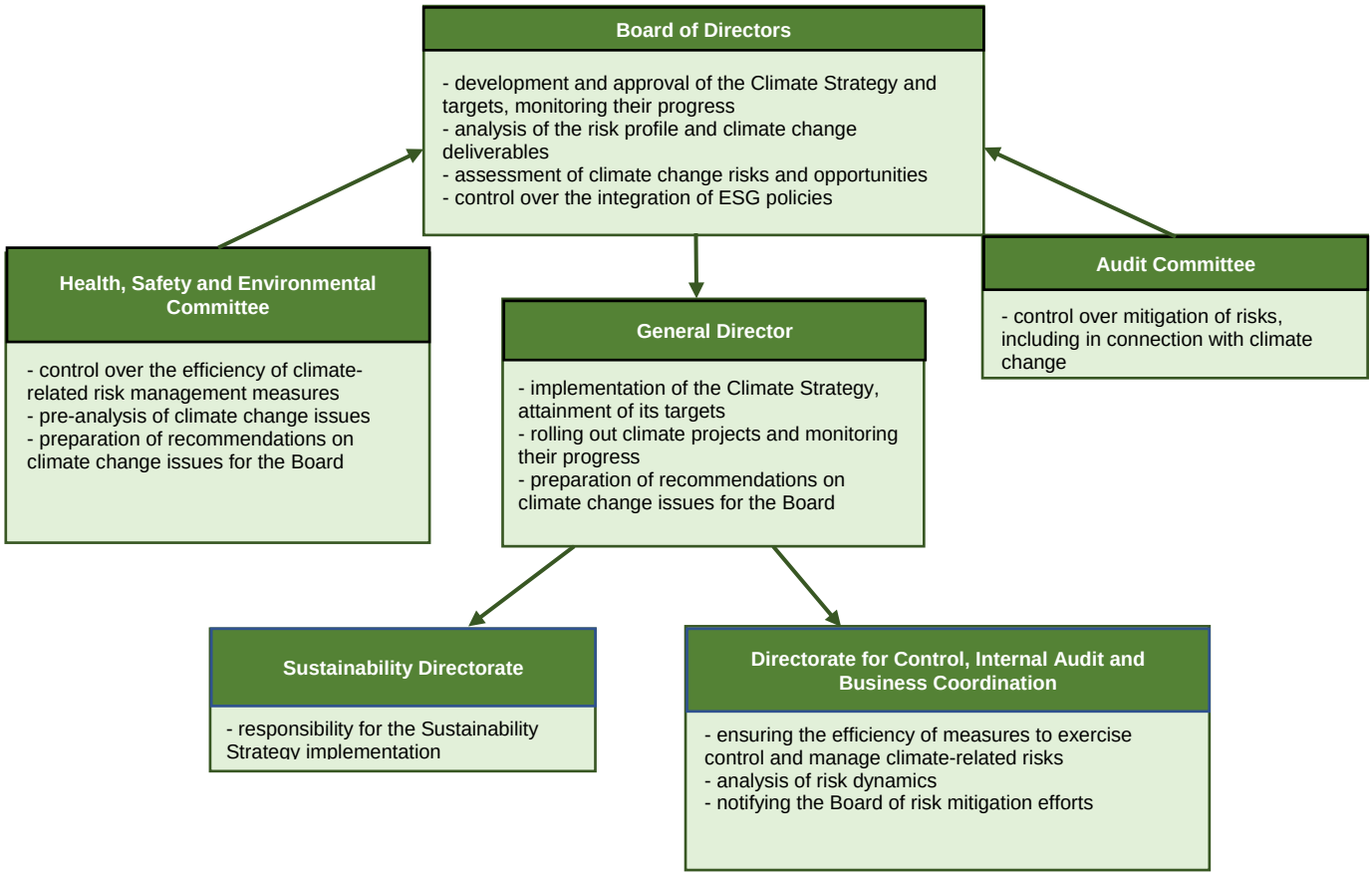
GRI 3-3, GRI 14.1.1

Comprehending the importance of climate change issues, RUSAL contributes to attaining the Paris Agreement goals and takes steps to prevent the average temperature from rising by more than 1.5°C and to reduce direct and indirect GHG emissions. The Company assesses climate risks and opportunities; the key ones (as well as most GHG emissions) are associated with the production of aluminium. At all times, RUSAL factors in the relevant risks related to climate change in strategic decision-making and takes measures to reduce emissions.

[44] From here on – compared to 2023.

The Company operates a sustainable system to address climate change issues. It remained intact over the reporting period. Responsibility in this domain is imposed on executives and managers at various levels.

Allocation of responsibility for climate change aspects



Climate change matters are debated at the level of the Company's senior executives on an annual basis, just like in the reporting period. In 2024, RUSAL's Board held a meeting to discuss the CDP report. The business of attaining the Climate Strategy goals was a a separate topic at the meeting.

Enhancing the energy efficiency of operating processes is among decarbonisation efforts set forth by RUSAL's Climate Strategy. RUSAL has a strong system for managing energy consumption issues. The Company implements various practices to provide for the efficient use of energy resources: it applies the best available technologies, upgrades its production facilities, boosts technological processes, takes measures to eliminate energy losses (for example, by improving the thermal insulation of pipelines), and analyses the opportunities and benefits of using green energy certificates.

In the reporting year, the Company traditionally cooperated with the following Russian and international organisations and initiatives in the field of climate:

- Conference of the Parties to the UN Framework Convention on Climate Change (UNFCCC);
- Japan Climate Leaders' Partnership (JCLP);
- Aluminium Stewardship Initiative (ASI);
- Climate Partnership of Russia.

In 2024, RUSAL entered into the cooperation agreement with one of Russia's largest financial companies on sustainable development, in particular, on climate change. The partners intend to work together on systems to predict the occurrence of physical risks associated with climate change and their consequences, and to promote the Russian market of green energy certificates.

Strategy

Pathway to carbon neutrality (Net Zero) 2050

GRI 3-3, GRI 14.1.1, SASB EM-MM-110a.2, ASI PS 5.3, HKEX KPI A1.5, 3.1

The Climate Strategy is RUSAL's core internal document on mitigation of climate impacts. The strategy sets forth the Company's GHG emission reduction goals, including the goal of achieving carbon neutrality by 2050. GHG reduction goals are also set out in the Sustainability Strategy. As part of monitoring the achievement of these goals, RUSAL oversees the risks associated with climate change.

In addition to emissions reduction measures for achieving the goals set, the delivery of climate projects to offset the carbon footprint of products through the use of carbon units accrued to the Company is another important pillar of RUSAL's activities.

- *For more details about the Company's climate change goals, please see the Goals and metrics section*

Low-carbon footprint products

GRI 3-3

Manufacturing low-carbon footprint products is an important pillar of implementing the Company's Climate Strategy. The Company devised plans regarding the release of such products for each aluminium smelter. In doing so, RUSAL contributes to reducing the carbon footprint of its customers in various sectors. During the reporting period, the Company reaffirmed its status of one of the leading global manufacturers of low-carbon aluminium by successfully passing the carbon footprint verification held by independent experts and certification of aluminium smelters.

RUSAL case study

RUSAL produces green aluminium

In 2024, experts from an independent international audit firm verified the carbon footprint of aluminium produced by RUSAL. According to the auditors' conclusions, the Company's GHG emissions from metal production do not exceed 2.3 tonnes of CO_2e/t for Scopes 1 and 2. As per the criteria of major international analytical agencies, such aluminium is considered low-carbon.. RUSAL achieved such performance thanks to the consumption of low-carbon energy generated by hydroelectric power plants, upgrade of facilities and treatment facilities, as well as the introduction of innovative technologies, such as the use of pre-baked and inert anodes, into production.

The reporting year saw another important event confirming the environmental friendliness of RUSAL's products. Experts from the China Nonferrous Industry Association (CNIA) certified the KrAZ, BrAZ and IrkAZ facilities to the Green Power Aluminium low-carbon footprint standard. RUSAL is the first international company to receive this certification. The Company's next objective is to certify the SAZ and TAZ facilities. Possessing such certificate will make the Company's products more attractive to Chinese consumers and enable the Company to promote green aluminium on the Chinese market.

RUSAL is constantly expanding its range of low-carbon products. As the issues of reducing climate impact are becoming increasingly relevant in today's world, the Company offers consumers environmentally friendly products that allow them to gain a competitive edge in the marketplace.

RUSAL's low-carbon products

ALLOW is the brand established in 2017. ALLOW aluminium's carbon footprint is verified annually by independent experts and is almost 6 times lower[45] than the industry average owing to the use of hydropower in production.

ALLOW INERTA is the aluminium brand with the world's lowest carbon footprint of 0.01 t of CO_2e/t in Scopes 1 and 2, as confirmed by independent experts. RUSAL achieved such performance due to the use of

[45] <2.3 t of CO_2e/t aluminium (Scopes 1 and 2)
The International Aluminium Institute's 2023 estimate of the industry average is 10.04 t of CO_2e/t of aluminium.

hydropower and inert anodes made of ceramics or metal alloys. The Company releases various ALLOW INERTA aluminium products:

- In 2024, RUSAL supplied allows to a major Asian company for the production of wheels to be installed on electric vehicles. The alloy's total carbon footprint was less than 2 t of CO_2e/t of aluminium.
- RUSAL partnered with a cable and wire manufacturer to produce aluminium wire rod. The product not only meets all quality requirements but also has enhanced electrical conductivity. The wire rod's total carbon footprint was 4 t of CO_2e/t of metal.
- The Company set about supplying foil to manufacture peel-off lids for aluminium cans. Peel-off lids guarantee the quality of food products by protecting them from microorganisms.
- In addition, in 2024 RUSAL started supplying household foil produced from ALLOW INERTA aluminium to the stores of a major Russian retailer.

Goods containing recycled aluminium are another type of low-carbon products RUSAL manufacturers. Their release also enables the Company to re-involve aluminium scrap in the production cycle.

❖ *For more details about aluminium recycling projects, see the Waste management section*

RUSAL experts highlight an increased demand for low-carbon footprint products, which is due to goal-setting of reducing GHG emissions both by individual companies and at the national level. In 2024, 13.4 kt ALLOW branded aluminium were sold. Sales increased by 3.2% compared to the previous reporting period.

In addition to low-carbon products, RUSAL designs solutions enabling customers to reduce GHG emissions when using the products they manufacture. For example, in 2024, the Company began developing an aluminium-scandium alloy for the production of wheels. The use of this material will allow wheels to be significantly lighter, which will lead to a reduced fuel consumption and thus cut GHG emissions.

Climate-related projects

HKEX KPI A1.5, HKEX KPI A4.1

The Company implements climate projects aimed at reducing and/or preventing greenhouse gas emissions and/or increasing their absorption. In 2024, RUSAL recorded four climate projects in the Russian carbon units registry, which will allow the Company to receive carbon units and subsequently use them to offset its own emissions and sell them to other companies. Following the implementation of climate projects in 2024, 1.3 million carbon units were accrued to RUSAL.

Air patrol of forests

The project of patrolling forests using aviation means to protect them from fires has been implemented in the Krasnoyarsk Krai on an area of over 500,000 hectares since 2019. RUSAL hires and trains specialists who perform air patrols, prevent and extinguish fires when they are detected, and purchases the necessary equipment and outfit for them.

In 2024, the project successfully passed the verification of climatic results of the first five-year period of its implementation (2019–2023) by the Saint Petersburg Forestry Research Institute. RUSAL posted the project documentation in Russian and English on the website of the Russian carbon units registry.

In 2024, RUSAL's forest climate project was recognised as the winner of the All-Russian It's All about the People competition (special For Preserving the Green Future category) and the winner of the international climate Green Eurasia competition (Agriculture and Forestry in New Climate Conditions category). The project was awarded a letter of thanks from the Ministry of Natural Resources and Forestry of the Krasnoyarsk Krai 'For a significant contribution to forest conservation as part of implementing Russia's first forest climate project'.

! In 2024, over 1.3 million carbon units were accrued to RUSAL for delivering this climate project. The Company has already entered into transactions with those units: through one of the biggest Russian banks, the carbon units were purchased by Equity International (UAE) to offset the carbon footprint of one of its assets. Russian companies Carbon Zero and Biemtec also bought carbon units. In addition, using the carbon units of the forest climate project, RUSAL offset the carbon footprint of such

	major international events, as the BRICS Climate Agenda in Modern Conditions Forum and the Eastern Economic Forum in the reporting period.
over 5 million t of CO_2e	expected reduction in GHG emissions to 2033 as a result of implementing the project

Energy efficiency improvement at CHP

Starting from 2021, the Company's Alumina Division has been analysing applicable measures to reduce greenhouse gas emissions. Such initiatives are put forward by the Company employees, and the most effective measures are replicated at other division's facilities. In 2024, two such climate projects were recorded in the Russian carbon units registry. These are the initiatives to improve the energy efficiency of the Krasnogorsk CHP in heat generation through the upgrade of boiler burner units, and in raw water treatment through the installation of new heat exchangers and a pump. The expected period of their implementation is 14 and 10 years, respectively.

about 1 million t of CO_2e	expected cumulative reduction in GHG emissions as a result of implementing the project

Energy efficiency improvement of equipment

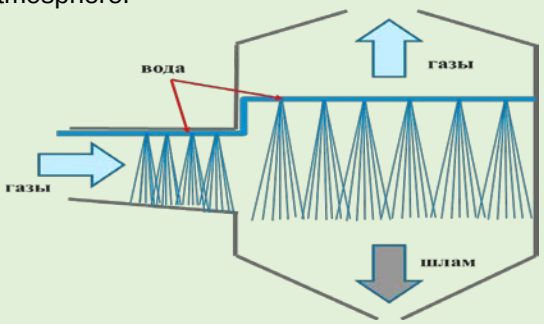
The technological project to improve the energy efficiency of BAZ's filtration and calcination shop equipment is RUSAL's fourth climate project recorded in the Russian carbon units registry. The project is aimed at building and commissioning a new cyclone furnace, which will reduce specific consumption of fuel and energy resources and water in alumina production. The project will also reduce greenhouse gas emissions.

over 33 thousand t of CO_2e per year **about 826 thousand t of CO_2e for 25 years**	expected climate effect of the project

Carbon dioxide capture

RUSAL's fifth climate project recorded in the carbon units registry is the carbon dioxide capture initiative implemented by the Achinsk alumina refinery. Prior to the project, the Company conducted R&D to analyse quantitative indicators of GHG emissions, and specialists reaffirmed the efficiency of technology for capturing gases. The project was validated and verified by the Innopolis University experts.

The absorption of greenhouse gases emitted from fuel combustion by the furnaces in the sintering shop takes place in upgraded scrubber units with the help of bottom-sludge water in the facility's closed-loop water recycling system. After treating waste gases, this water is found in sludge ponds. Thus, carbon dioxide cannot be re-emitted into the atmosphere.



1.8 million t of CO_2e	expected project effect over the entire implementation period (10 years)

Peatland rewetting

RUSAL signed an agreement of intent to deliver the project for rewetting drained peatlands in the Leningrad region in 2023. To implement it, specialists of the Israel Institute of Global Climate and Ecology (IGCE) developed a special technology. The project is expected to positively affect the region's biodiversity and reduce the likelihood of peat fires.

In 2024, RUSAL continued the works of examining the region's peatlands, which had started a year before. In the reporting year, the Company's specialists were selected the most promising peatlands for further rewetting.

9–10 t of $Co2e_2e$ per year expected reduction in GHG emissions per hectare

Other emissions-limiting activities

To achieve the Climate Strategy goals and reduce negative impacts of its activities on climate change, the Company takes steps to limit GHG emissions, being governed by the hierarchy of decarbonisation measures.

GRI 305-5, GRI 14.1.9, HKEX KPI A1.5, KPI A4.1

Reduction of own emissions (**Scopes 1 and 2**)	**Emissions inventory** **Measures to reduce negative climate impacts:** • investment in low-carbon products • giving priority to low-carbon footprint solutions when purchasing equipment, materials and fuel • increasing the energy efficiency of operating processes, RES consumption
Reduction of emissions from the supply chain and product consumption (**Scope 3**)	**Emissions assessment throughout the supply chain** **Emissions assessment at the stage of consumption of products released on the market** **Measures to reduce negative climate impacts:** • selection of suppliers with lower GHG emissions within their supply chains • elaboration of programmes to encourage emissions reduction by suppliers • release of low-carbon footprint products
Offset through carbon units (**Scopes 1 and 3**)	**Implementation of climate projects, offsetting the remaining direct and other indirect emissions through the use of carbon units**

In 2024, the Company continued implementing decarbonisation projects in the following key areas:

- Energy efficiency: the implementation of climate projects to increase the energy efficiency of the equipment of the BAZ filtration and calcination shop (due to the replacement of calcination furnaces with a more modern and efficient installation) and an increase in the energy efficiency of the Krasnogorsk CHP (thanks to the modernization of boiler burners) contribute to increasing energy efficiency.

  ❖ *For more details about measures to improve the efficiency of using energy resources, please see the Energy efficiency improvement measures section*

- Carbon dioxide capture: the climate project of capturing carbon dioxide through the use of bottom-sludge water is underway.
- Transition to the EcoSøderberg technology: 382 electrolyzers were installed, which also saved 70.2 thousand GJ of energy. *GRI 302-4*

  ❖ *For more details about the EcoSøderberg technology, please see the Air emissions section*

- Transition to inert and pre-baked anode technologies: these technologies are being optimised and embedded into operating processes. In 2024, the Company managed to fully offset GHG emissions in electrolysis.

RUSAL case study

Electrolyser baking and start-up through the use of inert anodes

In 2024, the Company baked and launched an industrial electrolyser using inert anodes, for the first time globally. Owing to this technology, oxygen is released into the atmosphere during aluminium electrolysis, thus bringing the carbon footprint of electrolysis down to zero. Previously, RUSAL used ordinary coal anodes when baking and starting electrolysers, which were then replaced by inert anodes, resulting in carbon dioxide emissions. The new experience allowed the Company to deal with the issue and brought RUSAL closer to the full-scale industrial introduction of inert anode technology.

Energy efficiency improvement measures

During the reporting period, RUSAL continued delivering projects of improving the efficiency of using energy resources, which had commenced earlier.

Company's projects to improve the energy efficiency

Involvement of weak solutions in commercial charge preparation at the Achinsk alumina refinery	Engineering solutions to eliminate ore overhangs in the hoppers of BAZ's wet mills *In 2023, such engineering solutions were developed, and their successful application is ongoing*	Introduction of energy-efficient electrolyser designs at KrAZ, SAZ, BrAZ, IrkAZ, NkAZ *In the reporting period, 382 electrolyzers were installed . Overall effect - 70.2 thousand GJ*
Enhancement of ultra-energy efficient electrolyser designs	Modernisation of lighting systems of production sites, warehouses, and premises at Windalco	Construction of an electric boiler at Aughinish Alumina

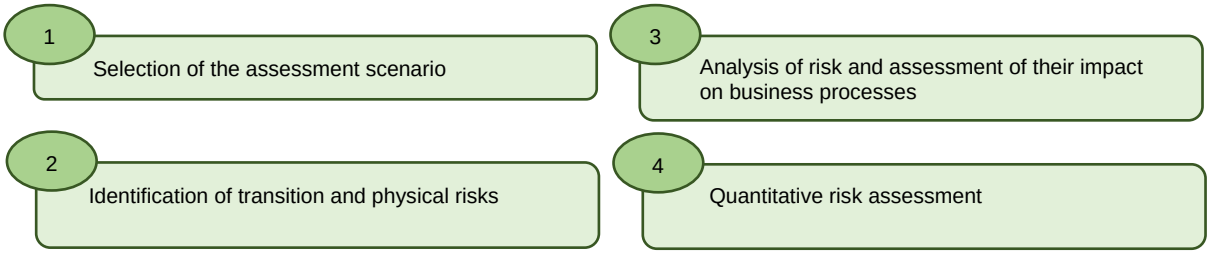
Risk management

GRI 201-2, GRI 14.2.1, 14.2.2, HKEX KPI A4.1

RUSAL' climate change risk map is updated on a quarterly basis, including in the reporting year. Those risks were assessed and the relevant climate change opportunities were identified in 2020–2021 for the first time. On top of that, the Company expands the scope of risk assessment by adding new facilities. The assessment was performed by three scenarios:

- SSP 126 — warming by 1.5–2°C (decarbonisation measures)
- SSP 245 — warming by 2–4°C (most likely scenario)
- SSP 585 — warming by 4–7°C (extensive use of fossil fuels)

Risk assessment for the short (0–1 year), medium (2–3 years), and long term (up to 10 years) is performed in the following manner:



The Company assesses both physical (causing damage to business operations, infrastructure facilities, and the environment) and transition climate change risks (imposing a financial and administrative burden on business operations). When assessing the relevance of risks, the probability of their occurrence and potential consequences are factored in. The more long-term is the prospect of risk assessment, the higher is the level of uncertainty to be factored in forecasting. The Company's short-term risks require measures aimed at immediate reduction of emissions. At the same time, for the current transition risk of introducing the carbon border adjustment mechanism (CBAM), an operational assessment is performed, with account taken of the availability of the relevant regulations at the national level. This risk may affect sales of the Company's products, and the consequences are assessed in the long term.

In the reporting period, such facilities, as KAZ and PGLZ, were included in the scope of climate change risk assessment. Frosts, hurricanes and forest fires are among the most relevant risks for these assets. The Company is considering the inclusion of NkAZ and SAZ in the assessment in 2025.

- ❖ *For a full list of the relevant climate change risks and opportunities of the Company, please see Appendix 2. 'Additional information'*

To minimise the probability of climate change risk occurrence, the Company elaborates mitigation measures, monitors the impact of its operations on the climate, performs an inventory of GHG emissions, and tracks changes in the relevant laws. No climate change physical or transition risk of relevance for RUSAL occurred in the reporting period.

Goals and metrics

RUSAL established goals in reducing greenhouse gas emissions. Such goals were set subject to the Science Based Targets Initiative (SBTi) methodology.

Climate Strategy goals and achievement progress in 2024

Goal	Status	Progress for 2024
By 2035: Reduce specific GHG emissions from all production facilities (processes under the Company's operational control) for Scopes 1 and 2 by 23% (without regard to offsetting measures) per tonne of metal compared to the 2018 baseline	Ongoing	Specific GHG emissions reduced by 14.3% compared to the baseline
By 2050: Reduce GHG emissions from production by electrolysis for Scopes 1 and 2 by 99% (without regard to offsetting measures) per tonne of metal compared to the 2018 baseline	Ongoing	Gross GHG emissions from production by electrolysis reduced by 11.3% compared to the baseline

In order to achieve the goals, the Company intends to implement measures aimed at reducing emissions for different scopes:

- Scope 1: transition to inert and pre-baked anode and EcoSøderberg technologies
- Scope 2: energy efficiency measures, ramping up a share of hydropower, use of renewable energy certificates

In addition, the achievement of these goals affects executive remuneration.

GRI 305-1, 305-2, 305-3, GRI 14.1.5, 14.1.6, 14.1.7, SASB EM-MM-110a.1, ASI PS 5.1

RUSAL records GHG emissions for Scopes 1, 2 and 3[46]. The quantification makes use of the Methodology for determining direct greenhouse gas emissions in alumina production and the Methodology for determining direct greenhouse gas emissions in primary aluminium production developed by the Company's specialists, with account taken of the requirements of Order of the Ministry of Natural Resources and Environment of the Russian Federation No. 371 on Approval of Quantification Methods for GHG Emissions and Removals. To determine Scope 2 emissions, the Methodological guidance on the quantitative assessment of GHG emissions from the production of electricity supplied from the energy system of the Russian Federation is used, and for Scope 3 emissions, the Greenhouse Gas Protocol[47] is used.

[46] Direct, energy indirect and other indirect GHG emissions, respectively.

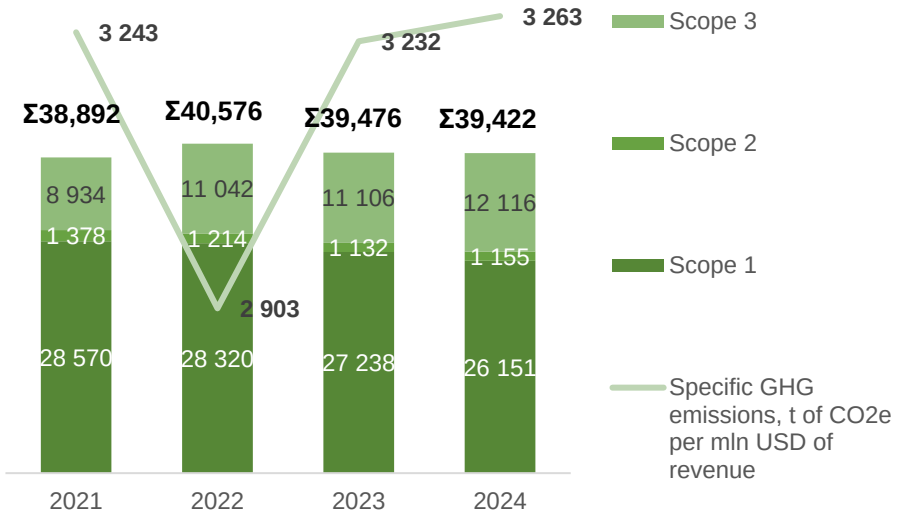
[47] Greenhouse Gas Protocol — technical guidance for calculating Scope 3 emissions.

In the reporting period, gross greenhouse gas emissions (carbon dioxide, methane, perfluorocarbon, nitrous oxide) for the three scope areas totalled 39.4 t of CO_2e, a 0.14% decrease YoY. Carbon dioxide dominated the composition of greenhouse gas emissions for Scope 1 (94.4%).

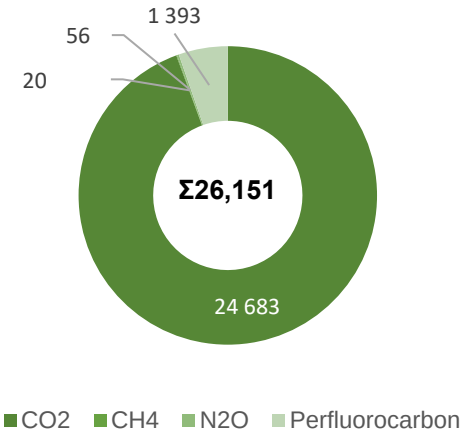
GRI 305-4, GRI 14.1.8

Specific Scope 1 emissions per tonne of aluminium for electrolysis production in 2024 amounted to t of CO_2e per t of aluminium and almost did not change year on year. Specific greenhouse gas emissions per revenue for the three coverage areas were 3,263 t of CO_2e per million USD and increased by 0.25% compared to 2023.

RUSAL's gross and specific (Scopes 1, 2 and 3) GHG emissions, thousand t of CO_2e *GRI 305-1, 305-2, 305-3, 305-4, GRI 14.1.5, 14.1.6, 14.1.7, 14.1.8, SASB EM-MM-110a.1, ASI PS 5.1, 5.2*



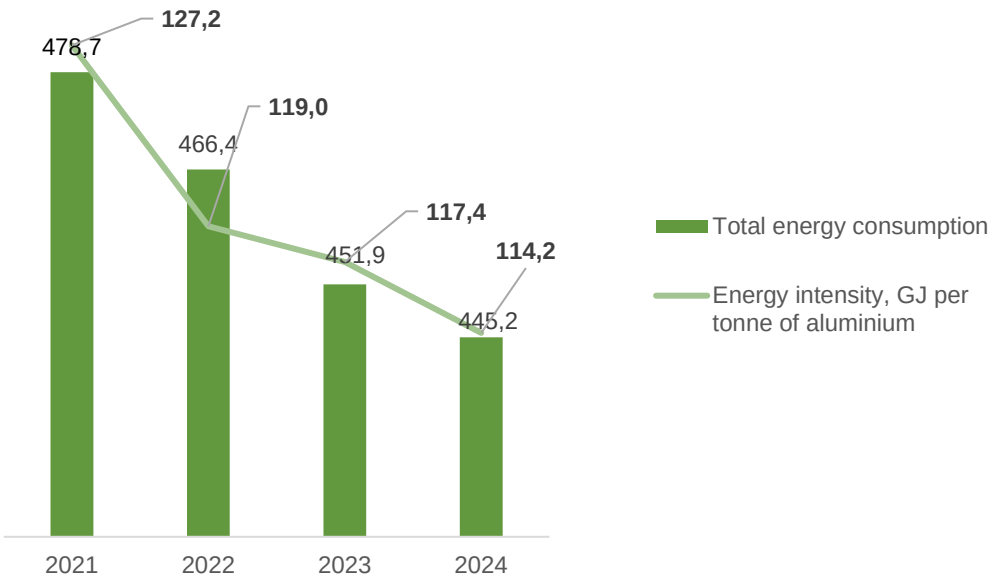
GHG emissions (Scope 1) by component, t of CO□e *GRI 305-1, GRI 14.1.5, SASB EM-MM-110a.1, ASI PS 5.1, 5.2*



GRI 302-1, 302-3, GRI 14.1.2, 14.1.4, SASB EM-MM-130a.1, ASI PS 5.1, HKEX KPI A2.1

In 2024, the Company's energy consumption totalled 445.2 million GJ, a 1.5% increase YoY. Specific energy consumption per tonne of aluminium amounted to 114.2 GJ/t. It is a 3.2%.

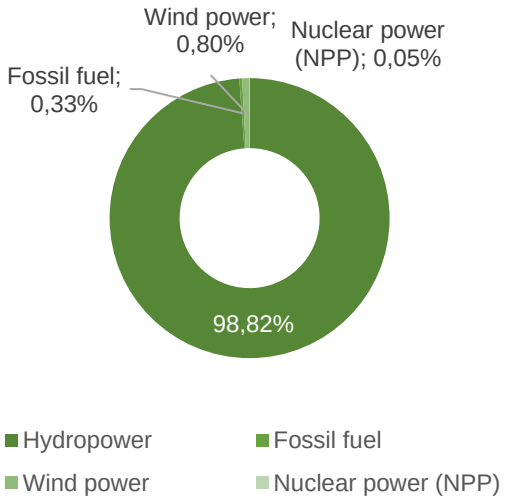
Total energy consumption and energy intensity per tonne of aluminium, million GJ *GRI 302-1, 302-3, GRI 14.1.2, 14.1.4, SASB EM-MM-130a.1, ASI PS 5.1, HKEX KPI A2.1*



SASB EM-MM-130a.1

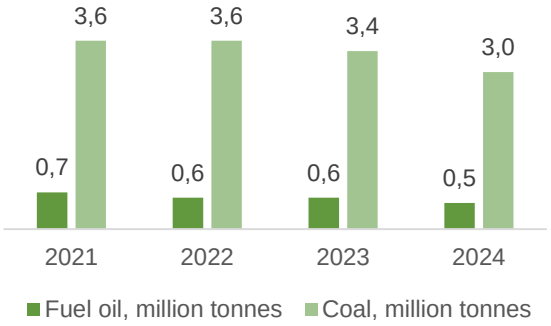
In the reporting period, there were no significant changes in the energy mix for aluminium smelters: the largest share of energy consumed by them (98.82%) was generated by hydroelectric power plants, while a share of fossil fuels was only 0.33%. For the Company as a whole, a share of energy consumption from renewable sources in 2024 was 58%.

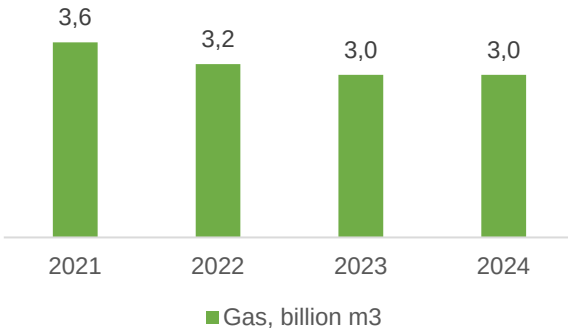
Energy mix for aluminium smelters, %



In 2024, RUSAL consumed 182.4 GJ of fuel from non-renewable sources. Fuel oil consumption decreased by 9.5%, coal — decreased by 11.7%, and natural gas — increased by 0.6%.

Structure of fuel consumption by RUSAL's facilities by type *GRI 302-1, GRI 14.1.2*





Plans for 2025 and the midterm

HKEX KPI A2.3

RUSAL sets the following objectives of reducing climate impacts and increasing the energy efficiency for 2025 and the midterm:

- implementing the existing climate projects
- delivering new climate projects
- enhancing a range of low-carbon footprint products
- boosting the experience of entering into transactions with RUSAL's new asset — carbon units.

5. Employees

2024 key figures	Material topics
58,174 people – headcount 14.7% — employee turnover rate >3 million— total number of training hours 84.4% — share of employees covered by the collective bargaining agreement	• Human resource engagement • Business ethics and human rights

2024 highlights

- Salaries and quarterly bonuses were increased
- New housing programme was rolled out
- Regulations on Implementing the Bring a Friend Referral Programme were introduced

UN Global Sustainable Development Goals

Contribution to Russia's National Projects

Management approach

GRI 3-3, HKEX Aspect B1, ASI PS 2.1 a, b,I PS 3.1

Sustainability targets and achievement progress in 2024

Target	Progress for 2024
By 2030: Achieving the Employer of Dream (No. 1) for Youth status by creating a value proposition reliant upon the principles of equal opportunities and bias-free workplace.	• The Human Rights Policy and the Equal Opportunities Policy were amended • A programme to promote RUSAL's new ethical values among employees of the facilities was designed • The first leisure and personal fulfilment centre was launched

RUSAL's approach to personnel management is focused on an aspiration to provide for the well-being of employees and their families, improve the quality of life, and observe human rights. The core personnel management regulations are RUSAL's HR Management Policy, which sets out the rights and obligations of employees, and the Personnel Management Strategy, which outlines the key measures to engage employees and increase their loyalty to the Company.

In 2024, a number of HR management documents were drawn up and implemented. The Instruction for the Implementation of the BREAKTHROUGH Project Bonus Programme was approved. RUSAL intends to use this instruction to help boost employees' creative activity and enhance their motivation to improve the efficiency of production. In addition, the Company drafted the Regulations on Implementing the Bring a Friend Referral Programme, which is designed to involve employees in recruitment.

In 2025, RUSAL intends to update the Regulations on Remuneration and Bonuses for Employees of the Company's Facilities and the Model Collective Bargaining Agreement for 2026–2028.

To harmonise the Company's processes, RUSAL regularly monitors the implementation of HR management goals and strategies. Personnel management performance is assessed by collecting feedback from employees through various channels, in particular, through grievance redress mechanisms.

❖ *For more details about grievance redress mechanisms, please see the Human rights section*

Boosting the efficiency of internal processes

RUSAL built a unified automated personnel management system. The integration and enhancement of digital personnel management tools make it possible for the Company to cut administrative costs, labour costs for the heads of divisions and employees of the HR Directorate, and to focus on strategic business development.

As of the beginning of 2025, RUSAL deployed 21 digital services to make it convenient for job applicants to join the Company, as well as for employees, executives, and staff of the HR Directorate.

RUSAL case study

Digital HR services for employees

Digital services enable all employees to communicate with the Company in a comfortable and accessible format. The introduction and development of HR electronic document management allowed to deliver new opportunities for everyone:

- Using the Employee's Personal Account, employees may remotely receive a certificate, agree upon their vacation, arrange a business trip, review internal documents, generate applications, sign HR documents, receive their payslip, and request a consultation on issues of interest to them. The personal account is accessible from any mobile device and may be used to ask questions and get answers both through a chatbot and from HR Department colleagues. 30% of questions are already handled by robots. Over 46 thousand employees made use of the personal account services every month.
- Using the Manager's Personal Account, every manager has access to the required personnel information, may initiate requests and monitor the key team indicators.
- Using the Job Applicant's Personal Account, each job applicant may be introduced to the Company and its values even before the first day of employment and receive the necessary introductory training.

HR electronic document management processes are harmonised via the HR Department's Shared Services Centre (SSC).

In 2024, 68 facilities were handled by SSC, and the service was available to more than 40 thousand people. Over the reporting period, 638,711 requests were processed (2.5 thousand requests daily). Three new business processes (Bring a Friend, Employment of Special Categories of Individuals, and the Your Assistant chatbot for the Central Company) were introduced and automated within SSC, and 26 enhancements were implemented to streamline the current business processes.

The 2024 digitalisation resulted in cutting labour costs for supporting HR processes across the Company, both on the part of SSC and the heads of divisions and employees, in the amount of 12 FTE[48].

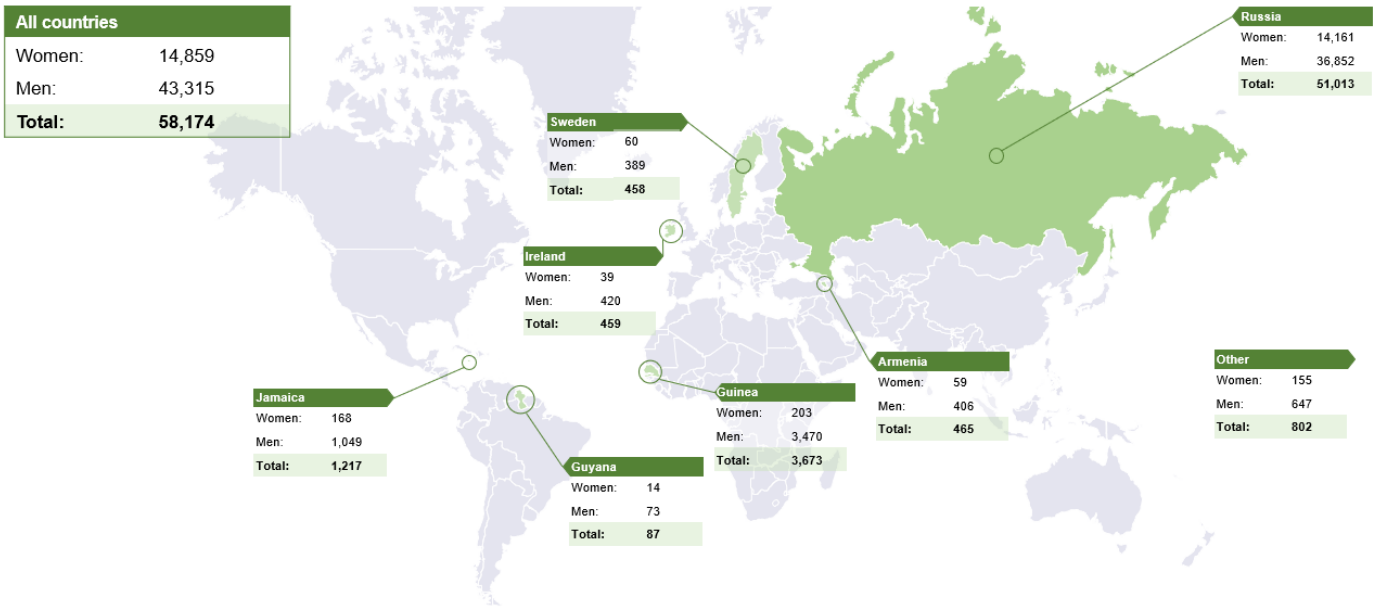
Personnel structure

GRI 2-7, 2-8

At year-end 2024, RUSAL had 58,174 employees working at 168 facilities in 27 countries. 87.7% of all employees work in Russia. 98.6% of all employees work as permanent staff.

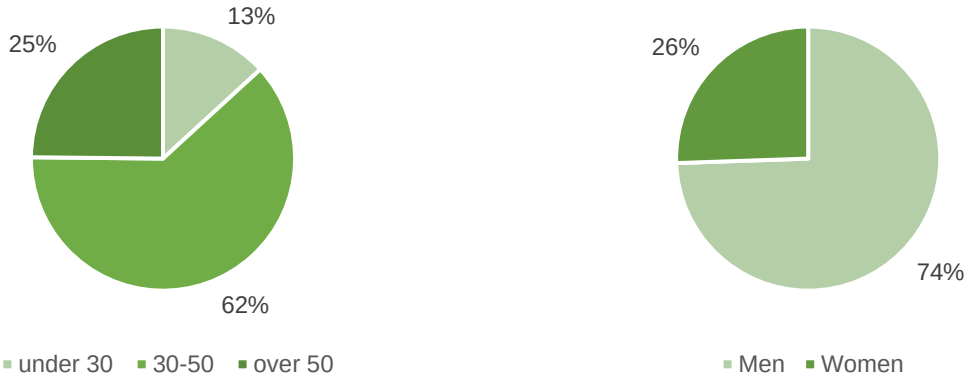
Employee structure by age and gender in 2024, %, *GRI 2-7, SASB EM-MM-000.B, MED П1-2.3*

[48] FTE — Full-Time Equivalent. One FTE corresponds to one full-time employee.



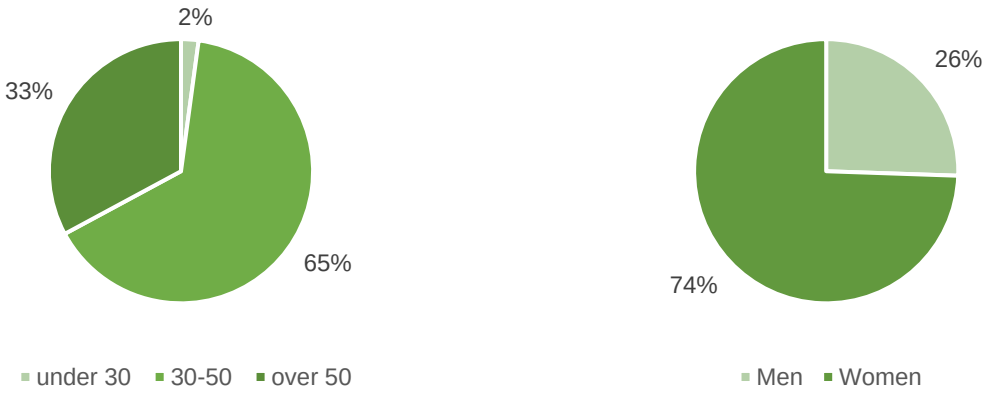
Since the Company's core operations are related to hard physical work, most employees are men (74,46%). In terms of age groups, employees aged 30–50 constitute an overwhelming majority (62%), while employees under 30 account for 13%.

Employee structure by age and gender in 2024, % *GRI 2-7, 405-1, HKEX KPI B1.1, MED P1-2.3*



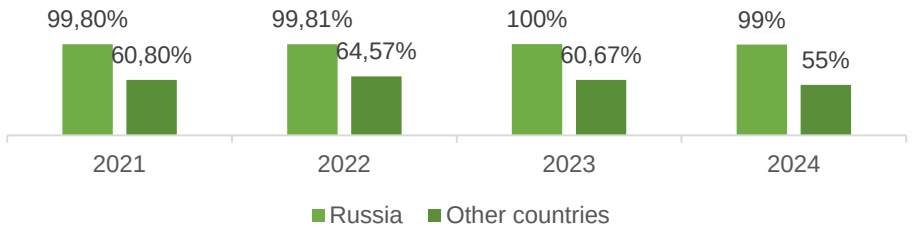
Employees engaged in production make up the majority of RUSAL's personnel — 76.1%. Specialists account for 14.3% of the total number of employees, while managers account for 9.5%.

Managerial staff by age and gender groups in 2024, % *GRI 405-1, MED P1-2.3, 3.4*



When hiring, RUSAL gives priority to job applicants from the regions where the Company's facilities are located and considers applications from other regions only in the absence of qualified locals.

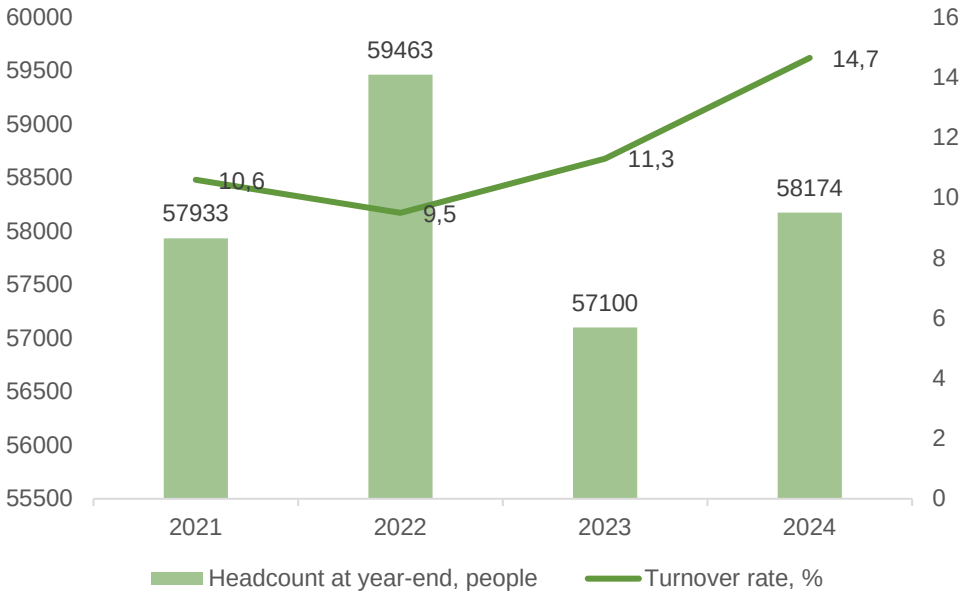
Share of senior managers recruited from the local population in Russia and other countries in 2024, %[49] *GRI 202-2*



GRI 401-1, HKEX KPI B 1.2, MED P1-2.17

Personnel changes for 2024 demonstrate that the aggregate employee turnover rate was 14.7%, with a slight difference between male (15.2%) and female (13.1%) employees. There is a difference in dynamics between domestic and foreign facilities: in domestic units, the employee turnover rate reached 15%, up 3.3% versus 2023, while foreign representative offices showed an increase of 3.8%, reaching 12%.

Number of employees at the end of the year and turnover rate[50] *GRI 2-7, MED P1-2.3*



- *For more details about quantitative personnel structure data, please see Appendix 3 'Key quantitative data'*

Staff recruitment

RUSAL applies advanced methods of searching for professional staff, using the UNIVER digital platform and the hh.ru portal to post job openings and internships. In addition, the Company uses automated internal personnel recruitment and development processes to build a talent pool with over 3,000 people by the end of 2024.

[49] A share of senior managers recruited from the local population in Russia and other countries is calculated using the total headcount at year-end. The geographical definition of 'local population' includes a country.

[50] In the calculation of the staff turnover rate, the indicator of the list number of personnel at the end of the year is used..

RUSAL case study

Bring a Friend referral programme

In the reporting year, RUSAL launched the Bring a Friend programme to encourage the existing employees to acquire new potential hires. Such referral entails paying a remuneration, designed to incentivise employees to invite highly skilled job applicants from among their acquaintances to join the Company.

The amount of remuneration increases depending on the period of the recommended employee's work for the Company: for one month of their friend's employment, the recommender receives RUB 5,747, for three months — RUB 11,495 rubles, for six months — RUB 17,242.

In 2024, more than 1,200 people were employed owing to the Bring a Friend referral programme.

The Company acquires job applicants from neighbouring countries for the job openings, for which it failed to find employees from local communities or other Russian regions. More than 250 such employees were acquired during the reporting period.

Attracting young talent

To attain its goal of becoming an employer of choice for young people, RUSAL is enhancing the New Generation programme and following the internal Regulations on Working with Talent. These documents define the mechanisms for recruiting, advancing, and promoting promising talent.

The Company works with young professionals and implements comprehensive career guidance programmes for school and university students. As part of the employer-sponsored programme, RUSAL enables talented school graduates who have successfully passed the Unified State Exam and have been interviewed by the Company to obtain a sought-after profession followed by employment. Employer-sponsored professional training of students is held in such majors, as non-ferrous metals metallurgy and mining engineering, at the universities of Krasnoyarsk, Yekaterinburg, and Irkutsk. Students of employer-sponsored training receive a corporate scholarship and are invited to contribute to the Company's events.

RUSAL case study

Support for the Professional Training federal project

In 2024, RUSAL kept on participating in the Professional Training federal project. As part of the project, the Company invests in the creation of training zones, equipping and refurbishing workshops, and provides its expertise and financial assistance on compiling training materials. RUSAL acts as an industrial partner and finances 30% of the total amount of the project implemented in the Metallurgy cluster.

To deliver the project, the Company collaborates with federal and regional authorities and educational institutions, which helps train highly qualified professionals. In 2024, 1,805 students from the Irkutsk and Sverdlovsk regions and the Krasnoyarsk Krai were enrolled in the project's educational programmes in the Metallurgy cluster.

In 2024, as part of the regional stage of the Professional Training competition in the Krasnoyarsk Krai, the Company prepared the Metallurgy site, represented by secondary vocational educational institutions from Krasnoyarsk, Divnogorsk and Achinsk. The Metallurgy site won a prize in the competition. In 2025, the first students are expected to be enrolled at the Sayanogorsk Polytechnic Technical College for the Professional Training programme in the Metallurgy cluster. Graduates of the programme will be able to be employed by RUSAL's foundry and electrolysis facilities.

RUSAL case study

Scholarship programme

The RUSAL and En+ scholarship programme, launched in 2021, aims to support talented students studying at Russian educational institutions in the non-ferrous metals metallurgy and mining engineering majors and in related fields of study. In 2024, the programme encompassed 200 students from more than 50 universities, being educated in such fields of study, as power engineering, metallurgy, medicine, education science, and mining engineering.

The programme provides for monthly payments of up to RUB 25,000 and extra student support measures, including professional internships, access to the corporate electronic library on the UNIVER career portal, and participation in various professional conferences.

In 2024, the number of applications for the programme reached 803, up 10 applications YoY. It evidences a growing interest of students in the programme.

RUSAL case study

RUSAL Academies

RUSAL Academies is a joint project of RUSAL and the Siberian Federal University (SFU), which provides training for high-calibre professionals in demand in the metals sector. RUSAL offers training in three pillars: the IT Academy, the Business Academy, and the Economist Academy. Upon successful completion of training, employment is guaranteed.

In 2024, 119 students received additional qualifications at RUSAL Academies: 64 at the IT Academy, 39 at the Business Academy, and 16 at the Economist Academy. At the end of their studies, students received professional retraining diplomas and certificates of completion of specialised courses.

IT Academy

The project is aimed at training highly skilled IT specialists for the metals sector. The academy provides students with free tuition in six key IT areas: web-programming and software development; ERP platforms; digital infrastructure: architecture and design; DevOpS and open systems; business and system analysis, IT project management; and QA engineering.

In 2024, 175 students were enrolled in the third cohort of the IT Academy, with over 260 applications submitted. The programme entails not only theoretical training but also practical work on real Company projects, guaranteed employment, a scholarship, and the possibility of obtaining a professional retraining diploma.

Business Academy

The Business Academy trains specialists in logistics, procurement and sales. In 2024, following the outcomes of the first training and selection module, 40 students signed employer-sponsored contracts with the Company. Upon completion of training, such students will start their careers with the Company.

Economist Academy

In 2024, RUSAL jointly with the Siberian and Ural Federal Universities launched a new educational project — the Economist Academy. It is basically tasked with building a talent pool of young specialists in economic majors. The Economist Academy course is reliant upon the in-depth additional education programme of the Chartered Institute of Management Accountants (CIMA). Academy students are entitled to receive a scholarship, participate in hackathons, teambuilding events, and other activities. n 2024, 17 students have been selected to study at the academy.

RUSAL case study

Educational programmes at universities

In 2024, RUSAL and the Irkutsk Aluminium Smelter (IrkAZ) launched the metals production major at the Shelekhov branch of the Irkutsk Technical College of Architecture and Construction. For students of this field of study, 25 state-funded and 5 commercial places were allocated.

RUSAL created the necessary conditions for robust training of young professionals: the college has a laboratory, a theoretical study room, and a computer class. The Company also provided students with training simulators and specialised literature.

In 2024, RUSAL continued its efforts to increase schoolchildren's interest in science and once again organised a large-scale educational project for children — RUSAL FestivAL#Science 2024. In honour of the Year of the Family, it was the family that became the main theme of the project. Schoolchildren and their parents were afforded the opportunity to attend science shows about discoveries in chemistry and physics, take part in virtual reality and robotics events. The festival's online programme encompassed an intellectual show, where schoolchildren learnt about the 13th Element. ALchemistry of the Future All-Russian Olympiad in detail.

RUSAL case study

The 13th Element. ALchemistry of the Future Olympiad

In 2024, RUSAL arranged the 14th All-Russian Olympiad for schoolchildren in grades 8–11 — the 13th Element. ALchemistry of the Future.

The Olympiad is on the list of intellectual and creative competitions of the Ministry of Education of the Russian Federation, so its winners receive additional points for university admission. The Olympiad covers such natural science disciplines, as physics, mathematics, computer science, and chemistry. More than 44 thousand schoolchildren have participated in the Olympiad over the entire period of time.

RUSAL has an international education programme in place, under which 160 students from Jamaica, Guinea and Guyana have already received higher education at the Siberian Federal University (SFU), the Peoples' Friendship University of Russia (RUDN), the Ural Federal University (UrFU), the Ural State Mining University (UGGU), the Russian University of Transport (MIIT), the Moscow Automobile and Road Construction State Technical University (MADI), the University of Science and Technology MISIS, and the Voyno-Yasenetsky Krasnoyarsk State Medical University since 2011. The Company compensates students' transportation, accommodation and tuition expenses, and provides corporate scholarships. Currently, 192 foreign students are being educated at Russian universities in the Company's key fields of study — from metallurgy and mining to economics and personnel management. After completing their studies, young professionals return to their home countries to be employed at the Company's facilities.

In 2024, 20 students from Guinea received SFU, MIIT, UrFU and RUDN diplomas and returned home. During their studies, the students also learn Russian, contribute to university activities, festivals and workshops, get introduced to the culture of Russian regions, and integrate into their new environment.

RUSAL case study

Personnel training together with Chinese educational institutions

The Company advances highly qualified Russian professionals, including of the engineering profile, with world-class competencies.

In 2024, 33 students from the Siberian Federal University went to partner universities in China to study 15 majors of the engineering, environmental, business and commercial profiles in tune with the needs of the power engineering and metals businesses. RUSAL rendered financial support to the students in the form of payment of extra scholarships, tuition fees, transfer, and accommodation.

Hiring people with disabilities

MED P1-2.4

RUSAL offers equal opportunities to all job applicants, including people with disabilities. The Company cooperates with Russian employment centres, provides them with monthly information about job openings for people with disabilities, and guarantees employment to eligible applicants. The Company employs people with disabilities to 2–4% jobs of its average headcount, which is completely in line with Federal Law No. 181-FZ dd. 24.11.95 on Social Protection of Disabled Persons in the Russian Federation. In 2024, the number of people with disabilities employed by the Company exceeded the statutory quotas (331 people) and totalled 445 employees.

Motivation and remuneration

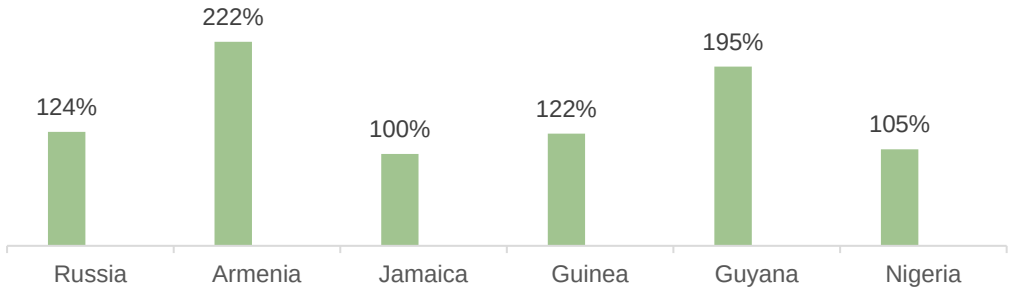
GRI 2-20, 202-1, 14.17.2, 405-2, ASI PS 10.7b

RUSAL supports the principle of equality and operates a fair remuneration system, which is independent of gender, age and any other attributes. The Regulations on Labour Remuneration and Bonuses define the system of motivation and incentives for all of the Company's facilities. In 2025, the said regulations are expected to be amended by the introduction of a new package of benefits and compensations for employees. The current employee remuneration is composed of:

- fixed amount;
- monthly bonuses;
- compensatory payments (e.g. working night shifts or working in harmful conditions);
- regional wage coefficients; and
- northern allowances accrued to employees from the first day of employment and increased in proportion to the length of service pursuant to Russian laws.

The base monthly salary of employees, except for senior executives and Board members, amounted to RUB 113,179 in 2024.

Base salary of employees and minimum salary in the key regions of the Company's operations in 2024, % , *GRI 202-1, 14.17.2*



GRI 405-2

RUSAL ensures equal pay for women and men. In 2024, the ratio of men's and women's salaries was 1.3. The difference is due to the prevalence of hard physical work, to which women are not admitted by virtue of law.

RUSAL case study

Increased salaries

RUSAL has been raising salaries annually for the past four years, which allows the Company to offer competitive remuneration to its employees. In 2024, the Company increased the guaranteed part of remuneration by 10%, and increased the quarterly bonus from 30.9% to 53.4% of salary. Salary levels at the Company's facilities exceed both the minimum subsistence and average regional salaries.

On top of that, RUSAL encourages employees who accomplish their tasks and do not commit any disciplinary offences with monthly bonuses. A commensurate bonus is awarded upon assessment of the key performance

indicators. In addition, the Company rewards employees for extensive participation in social projects, business development and operational excellence projects.

The Company elaborates various measures to reduce employee turnover and improve staffing levels at its facilities. Starting from 2025, RUSAL will keep track of the length of service of its employees for the purpose of paying long-service bonuses. Such bonuses will be paid every two years based on the following scheme: for two years of service, a bonus of one salary will be paid, for four years — two salaries, for six years and more — three salaries.

Moreover, the Company motivates its employees to be proactive and take part in inventory management and sale of illiquid assets[51]. To this end, RUSAL has devised the Regulations on Quarterly Bonuses for Inventory Management and Sale of Illiquid Assets and Waste.

❖ *For more details about quantitative remuneration data, please see Appendix 3 'Key quantitative data'*

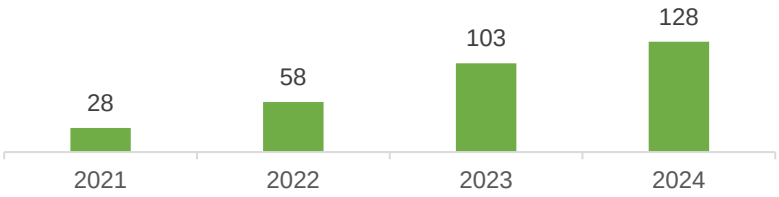
Training and development

GRI 3-3, 404-1, 404-2, HKEX KPI B3.1, 3.2, MED P1-2.13

Enhancing personnel competencies is a crucial pillar of RUSAL's activities. The Company operates the Corporate University that monitors employee skills and arranges educational events. The Corporate University website provides each employee with a special access key to make use of the Company's educational resources.

In 2024, online and offline training programmes covered 66.7 thousand people. Training hours exceeded 3 million, with an average of 54 hours of training per employee. In 2024, the Company's investment in educational programmes amounted to RUB 543,683 thousand, net of business travel expenses.

Number of employees who have started university studies



Vocational worker training

Vocational worker training is among priority areas of RUSAL's educational programmes. In the reporting year, foremen, process engineers, mid-level production managers and specialists were tested on their knowledge of the technological minimum. The test results served the basis for designing educational courses, which were held by in-house experts of the Company's Engineering and Technology Centre. The key topics of interest formed the backbone of the XV Higher Russian Aluminium Courses programme attended by 269 learners and speakers. The educational courses are made up of training blocks on electrolysis, anode and foundry production, quality control, as well as a new cohort on alumina production.

In 2024, the key projects to enhance the automated corporate training system included the automation of job profiles for the Company employees and the use of artificial intelligence to create test questions for employee knowledge checks. RUSAL designed basic job profiles to streamline matrices of professional and corporate competencies. In 2025, the Company intends to link tests and training programmes to competencies, which will allow planning employee training as per business needs and enabling the Company to manage employee competencies more flexibly in tune with strategic goals.

RUSAL case study

RUSAL's Leaders programme

The RUSAL's Leaders programme is aimed at comprehensive enhancement of managerial competencies for professional and career growth of employees. The programme encompasses in-person training modules, the kick-off and closing conferences, project team tracking, a series of workshops held by invited speakers, and English and Chinese language training.

[51] Illiquid assets (obsolete goods) are surplus stock to be disposed of.

In 2024, five in-person training modules were supplemented with three more modules: Leader's Emotional Intelligence, Leader and Entrepreneur, and Leader of Change. It was also agreed to select the second cohort of Leaders next year.
At the end of 2024, the Company had 160 Leaders who had delivered 26 strategic projects. In mid-2024, 39 Prospective Leaders were selected from among the Leaders. These employees, in addition to the Company-wide programme, have access to work with mentors and participate in the key meetings.

In 2024, a pilot project was implemented to use artificial intelligence to create test questions for employee knowledge checks. In the follow-up of the project, the Company devised 10 technological minimums of knowledge assessment for employees of the business systems unit and for chemistry lab technicians. In 2025, RUSAL will continue enhancing this area by application of neural networks for personnel training.

Company-wide educational programmes in 2024

Project	Purpose	Employees trained
Special Aspects of Doing Business with China. Strategic Aspects — at the Lomonosov Moscow State University Business School	Examining the key special aspects of doing business with Chinese partners (management structure, motivation peculiarities, multi-modal logistics and its peculiarities, financial logistics, strategic business security, etc.)	42 senior executives, including RUSAL's employees
Special Aspects of Doing Business with China. Fundamentals for Functional Directors — at the Lomonosov Moscow State University Business School	Training in functional areas, group defence of a cross-functional industry case study, skills of holding talks with Chinese partners	25 functional heads, including RUSAL's employees
Professional retraining programme 'Fundamentals of International Business and Entrepreneurship: Special Aspects of Doing Business with China' — at the Lomonosov Moscow State University Business School: MBA in Working with China	Business immersion, project initiative (study of culture and special aspects of the Chinese mindset, building business relations, marketing, basics of legal aspects of the Chinese market, GR, logistics, etc.) The third module is held in China: communication with industry experts and visits to specialised companies	27 people, including employees of RUSAL
Legal System and Business Climate of Contemporary China. Practical Course — at MGIMO of the Ministry of Foreign Affairs of Russia	Studying the fundamentals of the PRC legal system, constitutional, private international and administrative law, new areas of regulation, civil and arbitration proceedings, immersion in ethical business communication	5 RUSAL employees (Directorate for Legal Affairs and Directorate for Protection of Resources outside Russia)
Artificial Intelligence	Identification of prospects for the use of advanced technologies (platforms, Big Data, AI), examination of cases of digital transformation and introduction of AI into processes and new digital products, generation of ideas based on learning insights for the Company's digital and AI transformation	115 managers and Prospective Leaders, including RUSAL's employees
Professional retraining programme for managerial staff 'Master of Business Administration (MBA) in Systemic Management of Organisation Development'	Shaping a systemic and strategic vision of organisational development, exploring approaches to production organisation, mastering skills in using TPS[52] tools and other key aspects aimed at advancing the production system and enhancing performance	5 RUSAL executives from the Aluminium, Alumina, and Downstream Divisions

[52] TPS (Toyota Production System) is Toyota's production system, which covers the methods used by the company to produce goods and services.

Digital Modelling and Analysis of Business Processes at the Enterprise (training)	Shaping digital competencies in the application of algorithmic principles and fundamentals, use of database management systems (DBMS) in software development, and receiving the Business Analyst qualifications	20 employees of facilities and the Central Company

In 2024, RUSAL initiated knowledge marathons and sprints, available for all Company employees. Such events are aimed at increasing employee motivation for professional self-development and at assessing their knowledge and possession of competencies, which are of particular interest for the Company. For example, in 2024, expert sprints were held on the topics of the aluminium and mining industry and financial literacy, and a New Year marathon took place on the following basic topics: mathematics, physics, biology, chemistry, and a Russian language dictation. In total, 16,345 Company employees took part in the competitions. The sprint winners were awarded with prizes, while the New Year marathon winners received bonuses and vouchers.

RUSAL case study

Mentoring project

The Mentoring project is a training programme for the Company's senior executive managers to work with mentees, who are Prospective Leaders.

- RUSAL's Mentors totalled 22
- Mentees (Prospective Leaders) are 39

Three training sessions were held for mentors in 2024, during which employees learnt the theoretical background for the topic. A lot of time was also put into practising skills through real case studies, being requests to work with a mentor.

One training session was held for mentees, where they found out about the topic of mentoring and learnt how to build further work in mentor-mentee pairs.

Functional academies

Functional academies (FAs) are a special educational format for robust training of qualified personnel within the Company. RUSAL's FAs offer training programmes in the key majors: HR, PR, GR, environmental researcher, lawyer, quality management system specialist, meteorologist, lab technician, power engineer, process personnel, etc.

Outcomes of FA operation in 2024	
Project Management FA	The FA programme is targeted at personnel development and elaboration of a unified project management methodology. The 2024 academy session consisted of two stages: a session for senior executives in Moscow and a four-day workshop in Krasnoyarsk attended by 20 employees. Based on the results of training in 2024, a survey was conducted among the participants, which demonstrated personnel engagement at 83%. In 2025, the Company intends to expand the academy programme and supplement it with practical elements for more effective implementation of the knowledge gained in the workplace.
Merchants FA	As part of the academy, 92 employees completed training in such areas, as negotiations, sales, performance management[53], inventory and illiquid asset management.
Directorate for Protection of Resources FA	In 2024, 37 security officers were trained in the areas of information security and security of critical information structure facilities.
Estimators FA	Training for cost engineering[54] specialists based on the consideration of rules and special aspects of performing certain types of calculations during the transition to the resource-index method and the federal estimate regulatory framework in a practical format. The training was completed by 50 Company employees

[53] Performance management is a set of knowledge and skills of a manager aimed at maintaining a high level of managerial performance

[54] Cost engineering is a set of methods and tools for managing the project cost at all stages of its life cycle

Ecologists FA	The programme is intended to assess professional competencies of employees in environmental areas and further multi-module training, including the examination of all the most important environmental and legal aspects, changes in law, addressing case studies of relevance to the Company. The training was completed by 51 employees from four production divisions and directorates of the Company.
GR FA	In 2024, 71 employees of the Company completed training in management of strategic, spatial and economic development of cities. The two-stage programme is designed to acquire knowledge regarding territorial and strategic planning, urban economy and infrastructure, involvement of local communities; to shape the concept of a corporate social responsibility project for the city, and to be introduced to successful practices of interaction between public authorities and backbone enterprises, implementation of urban development projects, etc.
Project Management FA	The FA is intended for employees of any units, who manage or contribute to project activities. The academy's 2024 programme was supplemented with the block titled 'Project Management with Application of Specialised Software (MS Project and Oracle Primavera)'. 97 employees competed training under these programmes.
HR FA	The academy's modular programme is intended to increase the responsibility of HR and managers of the Company for a highly qualified team and the efficiency of HR decision-making, improve the efficiency of work with talent, and mitigate the risks of HR non-protection. During the training, the academy participants receive information regarding the key HR tools, best HR practices, and master recruitment competencies via the Company's HR managers to improve the efficiency of talent acquisition, retention, and enhancement. More than 100 managers and employees of HR departments were trained at the academy.

Employee satisfaction and engagement

RUSAL surveyed 43,979 employees to assess their engagement and satisfaction.

Key survey outcomes in 2024:

- **43,979** employees participated in the survey (up 7,677 versus 2023).
- The engagement level is **74,4%** (down by 1,7% versus 2023).
- The satisfaction level is **77,5%** (down by 2,5% versus 2023).

The survey revealed that the engagement factors of utmost importance for the Company employees are the ability to develop at work, the meaning of work, and the availability of materials and equipment.

RUSAL sets up special platforms for open communication between its employees and managers. For example, in 2024, the Company initiated Direct Lines with senior executives. Such Direct Lines make use of cascade communications: at scheduled meetings, management answers employee questions and dwells about the current state of affairs. Direct Lines make it possible to hear from employees, understand the current issues, and provide feedback.

In 2024, two Direct Lines were held, with the Company's General Director, Deputy General Director for HR, Director for Finance, and Director for Strategy and Transformation as key participants. More than 20 thousand employees participated in the Direct Lines and appreciated this initiative.

In-house talent pool

The Talent Pool programme is a comprehensive system for training applicants to managerial positions for RUSAL's talent pool. The programme covers all levels of the organisational structure: top, middle and line managers. A talent pool was also set up among specialists and workers. The Talent Pool programme is available for all employees striving for professional growth. An individual development plan is designed for each participant with a wide range of career advancement tools: from online courses and practical internships to the option of completing advanced training at Russia' leading universities.

In 2024, a new approach to working with the Company's talent pool was adopted: now all positions of grade 8 and higher are considered as the key positions. For these positions, a centralised talent pool is formed across the Company.

RUSAL keeps on expanding the talent pool to provide the Company with qualified employees. In 2024, RUSAL's HR protection level was 51%. To increase the HR protection level, the Company revised the calculation of metric for internal appointments from the talent pool.

As of year-end, 117 new employees were appointed to the key positions, including 70 from the talent pool and RUSAL's Leaders programme. Thus, in 2024, a share of internal appointments from the talent pool to the key positions secured by successors was 60%.

The effectiveness of the Talent Pool programme is reaffirmed by the 2024 statistics: there were only 8 dismissals of employees hired from the talent pool over the entire period, which is 1% of the overall talent pool headcount.

Outcomes of implementing talent pool development programmes	
Foreman School / Manager School	In 2024, employees completed training on different types of programmes.
Theory of Inventive Problem Solving (TIPS)	The TIPS program was completed by 243 people. Of which: • TIPS 100 — 59 people • TIPS Project Manager — 46 people • TIPS Practical Course — 60 people • TIPS Practical Course+ — 78 people
BS-250	The business system course was completed by 1,113 people. Of which: • BS Basic — 676 people • BS-250 — 437 people As part of BS-250, the following managerial trainings were held: • Goal setting • Speaking in public • Inspiring leadership
Regular Management Practices	The programme teaches the key managerial competencies. It consists of 12 practices: six are related to HR cycle stages (recruitment, onboarding, performance management, working with talent, working with engagement, personnel decision-making), and six more are directly related to regular management (setting tasks and control, mentoring, feedback, effective working meetings, problem solving, line management). Each practice is a short 15–20 minute video course and a handout.
Quality Experts 3.0	The training programme covers specialised trainings in quality management system development, as well as the theory and practice of applying quality management tools and methodologies. Eleven employees from three divisions successfully completed the programme to develop the talent pool for quality management positions.

Social partnership

GRI 401-2, 401-3, ASI PS 10.1a, 10.1b, 10.5, SASB EM-MM-310a.1, EM-MM-310a.2

RUSAL provides its employees with an extended package of benefits and guarantees on top of those stipulated by law. The Company's interaction with its personnel is based on the principle of open dialogue and being sensitive to employee opinions on issues of social security and the creation of favourable working conditions. By enhancing the social programmes that are crucial for employees, RUSAL increases its attractiveness as an employer.

GRI 2-30, 14.20.3, SASB EM-MM-310a.2

The Company supports employee right to participate in collective bargaining agreements. No cases of infringing employee rights to freedom of association or collective bargaining, and no instances of strikes or large-scale layoffs were recorded over the reporting period. In 2024, collective bargaining agreements covered 49,096 employees. At the same time, basic social rights and guarantees are set out in the collective bargaining agreement for 2023–2025, applicable to 85.9% of the personnel of Russian facilities. In 2025, the collective bargaining agreement is expected to be amended for 2026–2028.

Social partnership is coordinated by the Social Council, which annually assesses the discharge of obligations under collective bargaining agreements. In 2024, two meetings of the Council were held with the participation of representatives of trade union organisations from all production sites.

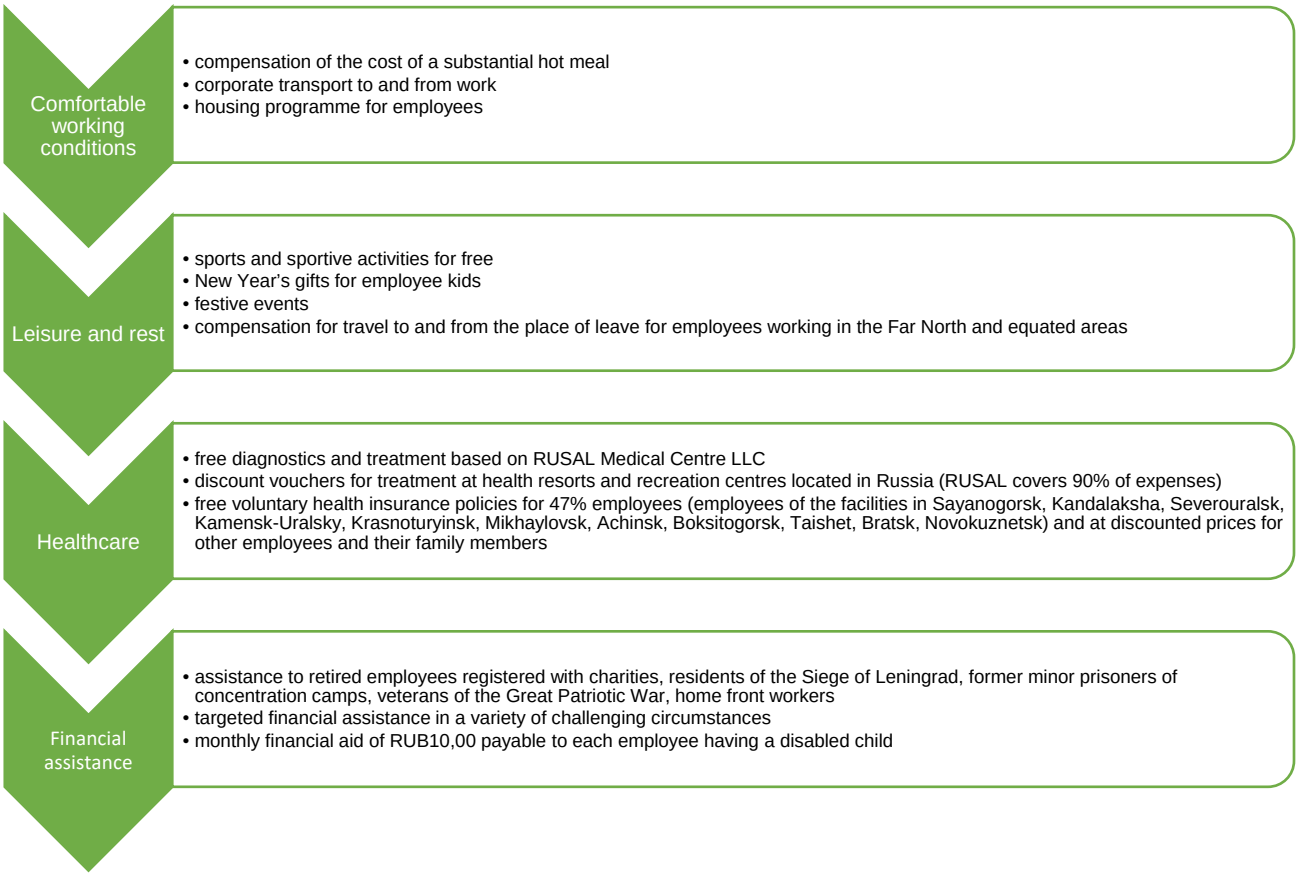
RUSAL case study

Women's councils

Women's councils are second to none associations that protect the rights of women at the facilities. Such councils operate in most regions of RUSAL's presence. Council members are primarily tasked with elaborating measures and proposals to support women in challenging circumstances.

In 2024, the Bratsk aluminium smelter's women's council held 20 events attended by more than 100 people. The women's council activities included creative workshops, themed forums, children's and sports festivals, and charity events.

RUSAL's Social Benefits Programme



Social benefits apply to all personnel, regardless of the form of employment contract, gender and age. In 2024, the Company increased investment in enhancing its Social Benefits programme by 19%. A total of RUB 8.7 billion was spent in the reporting period.

RUSAL case study

Housing programme

RUSAL upholds its employees involved in production and provides them with affordable housing options. Previously, the Company offered its employees a preferential rate for purchasing their own housing, but as the key interest rate increased, this programme lost its economic viability.

In 2024, the Company approved the launch of its own housing funds at the facilities, which will contribute to the housing programme advancement. In the future, the Company plans to acquire 50 one-room flats in Novokuznetsk, Volgograd, Kandalaksha, Kamensk-Uralsky, Krasnoturyinsk, Mikhaylovsk, Boksitogorsk, Pikalevo and 100 two-room flats in Severouralsk. The flats will be converted into dormitories and corporate

apartments for RUSAL's employees. In addition, the Yakhont hotel building in Krasnoyarsk is expected to be converted into a dormitory.

Support for sports and healthy lifestyle

Taking care of the health of employees and their families is an important pillar of RUSAL's Social Benefits programme. The Company provides employees with free access to sports infrastructure at its production sites, enables them to have regular medical checkups, and provides food subsidies.

RUSAL case study

Healthcare services for employees

For the convenience and greater accessibility of healthcare services, the Company renders medical care at its own facilities — RUSAL Medical Centre LLC. Medical centers employ 584 highly qualified specialists.

The work of many employees involves hard physical work, which may result in the development of occupational diseases. To avoid health problems, employees may visit medical centres for preventive checkups of the musculoskeletal, cardiovascular and respiratory systems. This helps prevent the development of occupational diseases and receive the necessary health advice and treatment in a timely manner.

RUSAL's investment in employee health in 2024 totalled: RUB 556 million for extra health insurance programmes, RUB 988 million for payments to healthcare institutions, and RUB 237 million for health resort treatment. The total cost of implementing social programmes reached RUB 8.7 billion.

In addition to health care, RUSAL provides its employees with comfortable working conditions. The Company is open to discussing the possibility of switching to a remote working format individually with those employees who are not connected to the production process. In addition, RUSAL entitles employees to switch to part-time work or a part-time working week, which is governed by Article 93 of the Labour Code of the Russian Federation and UC RUSAL's internal employment regulations. When working on a part-time basis, employees are paid in proportion to the time worked or depending on the amount of work they have done.

Support for families and parents

RUSAL guarantees equal rights to parental leave for all employees regardless of gender. In 2024, 559 employees benefited from such rights.

Particular focus is on supporting large families. The Company upholds employees with children in every way possible, and provides employee kids with vouchers for health resort treatment, children's camps, and the children's corporate camp in Sayanogorsk. In addition, New Year and school kits are designed for employee children as part of the Get a Child Ready for School campaign.

At certain facilities, the Company also supports young parents by providing them with an extra payment upon the birth of a child and an extra unpaid leave for up to 5 days. Sports and leisure activities are organised for employees and their families.

Support for employees of retirement age

The Company creates favourable conditions for retired employees to continue working. The collective bargaining agreement envisages a system of incentive payments upon retirement, the amount of which increases in proportion to the length of service for the Company. This encourages experienced professionals to continue their labour activity. As of the end of 2024, the Company employed 6,305 people of retirement age.

Starting from January 2025, additional dismissal payments are provided for retirees of the facilities in addition to those laid down by the collective bargaining agreements. These payments will be calculated based on the number of years the employee has worked for the Company after becoming eligible to retire (one salary for each year of service).

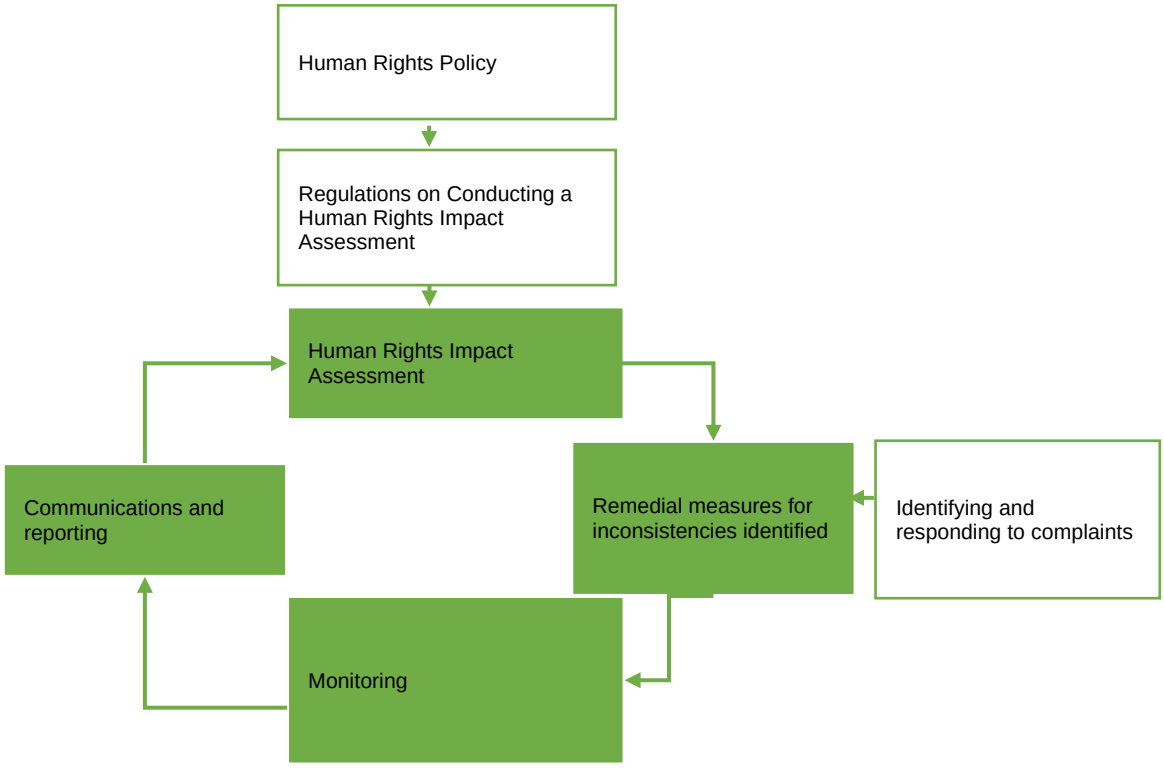
Human rights

GRI 3-3, 2-23, ASI PS 3.1, PS 9.1

Approach to human rights management

RUSAL builds its personnel management system in view of respect for human rights and continuously advances its own practices in reliance upon international and Russian standards. The Company identifies and minimises potential risks related to infringement of human rights and freedoms in a timely manner.

System of human rights management



ASI PS 9.1

RUSAL is guided by the following international standards for observing human rights:

- Universal Declaration of Human Rights;
- Fundamental Conventions of the International Labour Organisation (ILO);
- United Nations Global Compact;
- UN Guiding Principles on Business and Human Rights endorsed by the UN Human Rights Council;
- Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises;
- UN Declaration on the Rights of Indigenous Peoples; and
- UN Convention on the Elimination of all Forms of Discrimination Against Women.

The Company adopted the Code of Corporate Ethics the Human Rights Policy, which establish unified corporate approaches to personnel management and clearly set forth the responsibility of managers for their implementation. The policy sets out RUSAL's obligations to ensuring an inclusive and diverse environment, equality, safe working conditions, fair pay, and non-discrimination on any grounds whatsoever.

In addition, the Company operates the Equal Opportunities Policy, which sets out the principles of diversity and impartiality in relation to employees at all RUSAL's facilities. Being guided by these documents, the Company ensures an inclusive working environment that contributes to uncovering employee potential to the maximum extent possible. The Company's key priority is to build a comfortable and inclusive working environment for employees, business partners and other stakeholder groups, in which they will be able to unlock their potential.

Conducting a human rights impact assessment

ASI PS 9.1, SASB EM-MM-210a.3

The Company continuously monitors human rights risks in accordance with the Regulations on Conducting a Human Rights Impact Assessment, with the HR Directorate charged with verifying compliance therewith.

As an extra control over the observance of human rights, the Company operates the SignAL hotline, which in 2024 processed 161 grievances on labour rights and 6 grievances on cases of infringing human rights. Through the SignAL hotline, the Company may prevent risks related to human rights abuses in a timely manner.

❖ *For more details, please see the Ethics, integrity and compliance section*

Sociocultural diversity and equal opportunities

GRI 406-1, HKEX Aspect B1, ASI PS 10.4,I PS 9.1

RUSAL's personnel management system rests on the principles of equality and diversity. When hiring and promoting employees, the Company proceeds solely from professional qualities and experience of job applicants and demonstrates zero tolerance to any form of discrimination whatsoever. Among others, the Equal Opportunities Policy sets forth the rights of women to equal career enhancement conditions.

In order to strengthen ethical standards, all RUSAL's employees receive training on the Code of Corporate Ethics. As part of such training, employees are introduced to the regulatory framework underlying the Code, learn about the distribution of roles and responsibilities for implementing the Code provisions, and develop skills of applying the Code to address real requests from RUSAL's employees.

To promote ethical values, facilitate the effective functioning of the corporate ethics system, as well as to advise and train employees on the application of the Code of Corporate Ethics, the Company set up the corporate ethics commissioner position at each facility. At the facilities with over 300 employees, the position of the second corporate ethics commissioner was introduced.

❖ *For more details, please see the Ethics, integrity and compliance section.*

Another area of the Company's sociocultural diversity is the creation of an inclusive environment. RUSAL creates adapted workplaces for employees with disabilities, with account taken of health advice and in cooperation with regional branches of the All-Russian Society of Disabled People. No cases of discrimination on any ground whatsoever were recorded in the reporting period.

Position on child and forced labour

GRI 408-1, 409-1, HKEX B4.1, B4.2, ASI PS 10.2, 10.3

The Company demonstrates zero tolerance to the use of child and forced labour. When entering into employments contracts, the Company complies with statutory minimum age requirements and guarantees that employment is exclusively voluntary. In addition, the Company does not tolerate slavery, human trafficking and forced labour.

This position is to be found in the key corporate documents: the Code of Corporate Ethics, the Human Rights Policy, and the Business Partner Code. The Company not only adheres to strict standards but also expects an identical approach from its business partners.

Over the reporting period, RUSAL's facilities did not record a single case of violating laws on labour relations. Employees of the HR Directorate conduct internal audits to verify compliance on a regular basis.

Personal data protection

RUSAL is strongly focused on the protection of personal data as an essential pillar of the human rights agenda. The Company strictly follows the requirements of Russian laws (Federal Law No. 152-FZ dd. 27.07.2006 on Personal Data) and European standards (European Union's General Data Protection Regulation (GDPR)) when processing personal information.

The Company keeps its internal regulations up to date by timely amending them in accordance with changes in personal data protection laws. This approach ensures reliable protection of employees' confidential information and conformance of internal regulations with the highest international standards.

RUSAL's internal regulations on personal data protection:

- Personal Data Processing Policy;
- internal rules for the processing of personal data (including policies for minimising/limiting the purpose of using, storing, transferring, deleting, correcting personal data and processing requests from personal data subjects for access to such data; the procedure for processing information security incidents relating to personal data);
- Cookie Policy;
- form of contractual provisions on the transfer of personal data to third-party providers;

- form of consent to the personal data processing, notification of personal data processing of employees and job candidates; and
- form of registers of processes for personal data processing and transfer.

The Company is currently working on the Transfer Impact Assessment. The primary purpose of this procedure is to assess risks associated with data transfers, including employees' personal data, from European assets in Russia and to describe extra protections in connection with such risks.

❖ *For more details, please see the Information security section.*

Plans for 2025 and the midterm

In 2025, RUSAL intends to:

- Expand social support for employees, in particular, start compensating employees' transportation costs for travelling to and from work, as well as luggage transportation
- Increase expenditures on social benefits for employees
- Enhance the existing and roll out new training and development initiatives for schoolchildren, students and employees
- Deliver new digital initiatives, including those using AI technologies, and improve the existing digital services to optimise employee interaction experience with the Company.

6. Occupational health and safety

2024 key figures	Material topics
0.16 LTIFR[55] (+0.01 versus 2023) 0.22 TRIFR[56] (+0.02 versus 2023) 12.41 LTISR[57] (+1.1 versus 2023) 0.076 FIFR[58] (+0.068 versus 2023)	• Health and safety

2024 highlights

- Recertification of the Company's OHSMS was successfully completed
- The Contractor's Personal Account was created in AIS SPA-RUSAL
- The exoskeletons operation project was launched
- Geographical coverage of the VHI system was expanded
- An industrial safety working group was set up

UN Global Sustainable Development Goals

Contribution to Russia's National Projects

Management approach

GRI 3-3, 403-4, 14.16.1, 14.16.5, ASI PS 11.2, HKEX KPI B2.3

RUSAL's operations involve complicated technological processes exposed to the risks of injury, which accounts for the Company's particular focus on occupational health and safety (OHS). Comprehending the importance of this issue not only encourages RUSAL to comply with laws but also evidences its responsible approach to business conduct.

It is precisely because the lives and contributions of employees to the Company's enhancement are of undeniable value to the Company that RUSAL considers it an absolute priority to mitigate production risks and create safe working conditions for its staff.

The Company's key objectives to this effect are outlined in the Occupational Health and Safety Strategy 2030 and in RUSAL's Sustainability Strategy 2035. To attain them, RUSAL is implementing a series of safety initiatives. These include the Safety Culture project, a project to assess the unsafe behaviour of employees,

[55] Hereinafter, LTIFR (Lost Time Injury Frequency Rate) is determined per 200,000 man-hours worked and covers severe and minor injuries with temporary disability recorded by the Company over the reporting period. The indicator factors in the main contractors. LTIFR for employees is 0.18.
[56] Hereinafter, TRIFR (Total Recordable Injury Frequency Rate) is determined per 200,000 man-hours worked and covers occupational fatalities, injuries with temporary or permanent disability, and minor injuries requiring first aid recorded by the Company over the reporting period. The indicator factors in the main contractors. TRIFR for employees is 0.26.
[57] Hereinafter, LTISR (Lost Time Injury Severity Rate) is calculated per 200,000 man-hours worked and takes account of the number of days of disability caused by work-related injuries over the reporting period. The indicator factors in the main contractors. LTISR for employees is 14.37.
[58] Hereinafter, FIFR (Fatal Injury Frequency Rate) is determined per 1,000,000 man-hours worked and covers occupational fatalities recorded by the Company over the reporting period. The indicator factors in the main contractors. FIFR for employees is 0.066.

training in psychological basics of safe behaviour for line, mid-level and top managers, and an initiative to improve their leadership competencies.

The implementation of the Sustainability Strategy is analysed by the Public Expert Council on Sustainability.

RUSAL's sustainability targets and achievement progress in 2024

• Target	• Status for 2024
By 2030: Create safe working conditions for Company employees and contractors engaged in operations on the territory of Company's facilities and offices, with halving the frequency of occupational injuries (down to 0.08) and reaching zero fatalities, industrial safety incidents and occupational level A fires[59].	• LTIFR 0.16 (+0.01 versus 2021–2023) • Increase in fatal injuries versus 2022–2023 (six fatalities among employees, three among the main contractors) • One level A fire • Zero accidents and incidents at hazardous production facilities

In terms of assessing operational safety, RUSAL considers such indicators, as LTIFR (Lost Time Injury Frequency Rate), TRIFR (Total Recordable Injury Frequency Rate) and LTISR (Lost Time Injury Severity Rate), as well as the percentage of eliminating hazardous conditions discovered. Moreover, the Company monitors compliance with the schedules of special assessments of working conditions, analyses occupational risks, and arranges OHS training and knowledge checks.

At RUSAL, managers at all levels, from line managers to senior executives, are responsible for personnel safety. Managers are engaged in the proceedings of coordination and advisory bodies at the level of specific divisions/facilities and the Company in general; measures to improve working conditions at workplaces are incorporated in their KPIs. In 2024, the launch of at least one project to integrate occupational safety tools was considered in achieving the established KPIs within each business area. KPIs are monitored every month, and the achievement of indicators is calculated annually.

RUSAL's key committees:

Executive Committee made up of the Company's senior executives	Health, Safety and Environmental Committee of the Board of Directors	Divisional Management Committees
• Meets on a weekly basis • Reviews workplace safety issues, the current injury rates and incidents for the reporting period • Approves injury targets (Company-wide) • Adopts injury reduction programmes (Company-wide)	• Meets on a monthly basis • Considers the need to update internal regulations, liaises with governmental and local authorities, analyses the procedures for investigating work-related fatalities, occupational injuries, and issues of delivering occupational safety projects • Coordinates injury targets (Company-wide) • Coordinates injury reduction programmes (Company-wide)	• Meet on a quarterly basis • Discuss occupational safety performance, analyse injury statistics and causes, review serious incidents, and consider replication of prevention measures • Approve injury targets (division-wide) • Adopt injury reduction programmes (division-wide)

Every six months, RUSAL holds meetings of OHS managers from all of the Company's facilities. In 2024, the first meeting was held remotely and the second one was held in person at the industrial site of the Downstream Division. The participants analysed corporate OHS performance over the previous period and the main causes of fatal injuries, discussed occupational safety projects and best practices.

Starting from 2023, each RUSAL's facility has an integrated organisational safety management structure, of which OHS committees and working groups are an integral part. The committees analyse the facility's operations for compliance with national laws and local regulations, as well as the outcomes of OHS audits. They are also involved in OHS goal-setting.

[59] Versus the 2021 inputs. Source: UC RUSAL Occupational Health and Safety Strategy 2030. It was approved by the Board on 20 September 2022.

RUSAL continues the practice of OHS representatives, who are elected for a certain term of office by the trade union committee. Such representatives are actively involved in monitoring the safety level of business units. Joint meetings of officers and representatives of OHS units are regularly held at the facilities to discuss the results.

In the reporting year, the Board of Directors approved an injury reduction programme, entailing the following key innovations:

- changes in the internal accident investigation procedure;
- documented procedure for refusing to perform hazardous work;
- STOP-hours at facilities accompanied with a message of the facility head regarding the circumstances of level A accidents;
- visualisation of locations where an accident has occurred;
- Life BEFORE and AFTER; and
- implementation of IT tools in monitoring occupational safety.

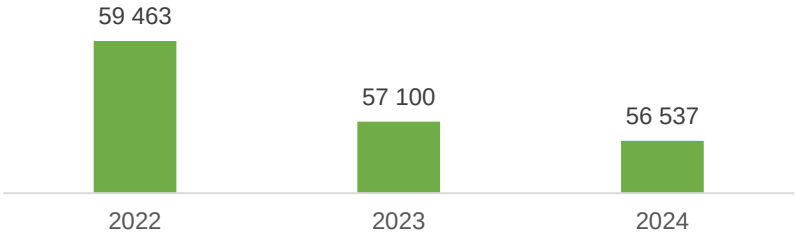
Occupational safety management systems

GRI 403-1, 403-8, 14.16.2, 14.16.9, ASI PS 11.1, ASI PS 11.2

Bringing operations into compliance with national laws is not the final solution to OHS issues; the Company also takes account of the best international practices. For example, RUSAL has implemented an occupational health and safety management system, an industrial safety management system, and a fire safety system, all of which constitute the basis for mitigating risks and creating safe working conditions.

The systems cover all employees, contractors, lessees, and visitors of the Company's sites and offices. Detailed requirements for each area are to be found in internal standards, rules and regulations, which RUSAL regularly updates to reflect changes in laws, international standards, and best practices.

Number of people covered by OHSMS, ISMS and FSS



RUSAL's OHSMS is certified for compliance with the international standard ISO 45001:2018. In 2024, the Company successfully passed a recertification audit, and the validity of the certificate was extended until the end of 2027. The audit was conducted at JSC RUSAL Management with a visit to the production site of the PJSC RUSAL Bratsk branch in Shelekhov. A total of 10 facilities[60] are within the scope of the certificate. A total of 12 facilities of the Company (29%) have been certified by the end of 2024.

All production sites covered by the certificate are subject to supervisory audits at least every three years. Two of the Company's facilities not covered by the corporate certificate also completed annual supervisory OHSMS audits in 2024: JSC RUSAL Achinsk and JSC BoAZ.

RUSAL conducts annual internal audits at its production facilities to verify conformance of OHSMS in place at the production facilities with the Company's current requirements, legislation, and international certificates. In 2024, 39 internal audits were carried out.

According to the results of internal and external audits (including those conducted by supervisory authorities), no significant OHS non-conformities were revealed in RUSAL's operations over the reporting year.

The Occupational Health, Industrial and Fire Safety (OHIFS) Department, composed of subject matter experts for each area of the department's work, is the coordinating body for all the three systems: OHSMS, ISMS and FSS. In 2024, the staffing of the division of fire safety, civil defence and emergencies was expanded. Further expansion of the OHIFS Department staffing structure is scheduled for 2025. To make sure the department operates productively, the Company management annually sets goals to reduce injuries and other incidents at the facilities, and allocates the necessary resources for OHS services to better address any emerging issues. In particular, the professionals of these services have access to an online training platform that enables them to advance both expertise and soft skills.

RUSAL case study

AIS SPA-RUSAL

In 2024, RUSAL continued its pilot project to automate the AIS SPA-RUSAL document management system at JSC RUSAL Krasnoyarsk and JSC RUSAL Achinsk. The following key changes were introduced:

- creation of a dashboard reflecting basic information on occupational health, industrial and fire safety issues in the real-time mode;
- creation of the Contractor's Personal Account with the functionality enabling to automate document management when a contractor is admitted to perform certain works at the industrial site and monitoring of the contractor's compliance with safety requirements;
- broader integration with internal corporate systems (EDMS, notification, SAP, 1C).

Risk management and injury prevention

GRI 403-2, 14.16.3, HKEX KPI B2.3

The risk-oriented approach constitutes the backbone for the Company's operations in all areas of activity. The OHS risk management system is assessed every four months, and the outcomes are recorded in the corporate-wide risk map and in the risk map of the relevant facility. The Directorate for Control, Internal Audit and Business Coordination notifies the Company's management and the Board on a quarterly basis about the changes and measures to mitigate the risks identified.

[60] JSC RUSAL Management, JSC RUSAL Krasnoyarsk, PJSC RUSAL Bratsk (Bratsk), branch of PJSC RUSAL Bratsk, JSC RUSAL Novokuznetsk, JSC RUSAL Sayanogorsk, JSC RUSAL Urals, RUSAL Kandalaksha, JSC RUSAL Urals, RUSAL Volgograd, Volgograd Aluminium Company LLC, and RUSAL Taishet LLC.

To harmonise the risk assessment process and improve the efficiency of risk mitigation measures, RUSAL devised the corporate Risk Assessment Regulations and intends to introduce them across all facilities by the end of 2026. The Company takes measures to mitigate risks, focusing on the most significant risks. Priority is given to those measures that eliminate or replace the source of risk, with personal protective equipment (PPE) used as the final barrier. RUSAL provides its employees with PPE appropriate to their gender and anthropometric parameters.

RUSAL's significant risks in 2024:

Risk	Controls implemented	Scheduled risk mitigation activities
Fall of the mine roof from the impact of rock bump	• checking the quality of steel-polymer anchorage installation • targeted checks of the condition of underground mine anchorage	• updating the employee positioning system • monitoring and implementation of projects to prevent rock bumps
Impact of rotating and moving parts of equipment	• visualisation and guarding of rotating and moving parts of equipment • installation of interlocks on guardrails and hazardous working areas of equipment	• visualisation of high hazard areas and equipment • introduction of a categorised PPE procurement strategy • updating requirements to the protective properties of the PPE used • integration of IT tools
Falls while moving	• ensuring safety measures in places of staff movements • seasonal preparation of movement routes	
Falls from height	• preparation of places to work at height • issuing work permits • control over the safety of work at height	
Electric shock, exposure to electric arc	• site preparation • issuing work permits • control over the safety of operating electrical equipment	

OHS risks are also factored in RUSAL's general list of sustainability risks. In line with the principle of 'human life and health above production achievements and economic performance', the Company's risk assessment methodology determines that health and safety risks are not assessed in financial terms. They are assessed by the qualitative attribute of the severity of consequences as 'high'. In order to minimise them, the Company implements measures outlined in the Occupational Health and Safety Strategy 2030 and in the relevant part of RUSAL's Sustainability Strategy 2035.

Incident investigation

GRI 403-2, 14.16.3

As a responsible employer, RUSAL investigates every injury, micro injury, accident or incident, determining the circumstances and causes thereof. This process is regulated by national laws and the corporate Regulations on Recording, Investigation and Analysis of Occupational Safety Incidents.

Upon completion of the investigation stage, RUSAL reassesses risks and devises corrective actions based on the outcomes of an incident investigation. This allows the Company to identify the most vulnerable and unsustainable operational aspects so that actual and potential deficiencies can be addressed in the future.

Promoting a safety culture

GRI 403-2, 403-4, 14.16.3, 14.16.5, ASI PS 11.2, HKEX KPI B2.3

RUSAL's strategy predetermines the need to enhance a safety culture of its employees: the Company builds personal and collective motivation among personnel to follow the requirements in this area.

In order to disseminate tools to improve a safety culture, RUSAL introduced a system of video recording of operational meetings in 2024. This makes it possible to monitor the quality of occupational safety briefings before the start of work. In addition, facility heads held regular meetings where, among others, they discussed

OHS issues with their work teams. At the beginning of each such meeting, a five-minute report on a specific injury case or risk is broadcast.

The Company consistently fosters its employees' skills of conscious avoidance of undue risks and dangerous actions, habit for safe behavior at work and in everyday life, and commitment for teawmork in risk identification and elimination.

In order to incentivise employees to create safe working conditions, 3,101 employees were rewarded for their extensive efforts in 2024 (up 10% YoY). In addition to bonuses, employees were given promotional gifts under the RUSAL Safety Code corporate brand.

RUSAL case study

Basics of Safe Behaviour

During the reporting period, RUSAL launched the Basics of Safe Behaviour project, with training held at the first stage. It is designed to educate employees in the key safety principles to be applied in the workplace and at home and to get into useful habits encouraging the preservation of life and health. The training was focused on the following areas:

- risks, errors and human states giving rise to errors;
- critical errors that increase the risk of injury;
- psycho-physiological states that increase the risk of injury;
- techniques for eliminating critical errors.

During the project, the Company focused on employees' psycho-physiological state that may increase the risk of dangerous actions. The ability of employees to analyse their state of mind before proceeding to the work requiring caution and attention was expected to serve the basis for their safe behaviour.

To implement the project, unified employee training was launched on the Univer portal. In addition, the Company continues integrating safe behaviour practices into the existing and new local regulations. In total, more than 4,000 people completed training.

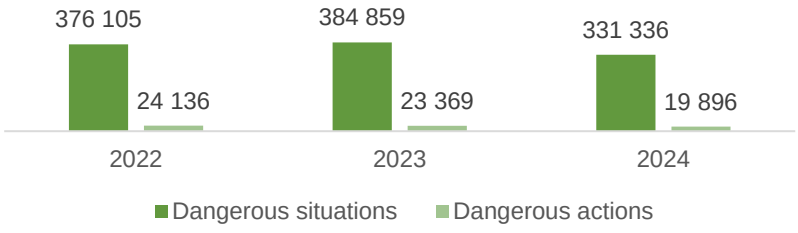
In-person training of employees by internal coaches is scheduled for 2025.

The Company keeps on integrating a common approach to behavioural safety audits. They enable employees of divisions and facilities to share the best practices of making a conscious selection of safe behaviour. The Aluminium Division built up an information behavioural safety audit registration system, which has been in pilot operation since 2023.

Every RUSAL employee and contractor has the right to give up doing the work, if it poses a hazard to their life or health. In tune with the OHS Policy and the Code of Ethics, the Company guarantees non-retaliation of such persons and takes steps to eliminate hazardous factors and mitigate risks. Employees and contractors master skills to identify risks and hazardous situations before starting the work through mandatory training and briefings. Risk-related information is also discussed at occupational health and safety meetings.

In 2024, 19,896 dangerous actions (vs 23,369 YoY) and 331,336 dangerous situations (vs 384,859 YoY) were identified. Therefore, the reduction amounted to 15 and 14 per cent, respectively.

Number of dangerous actions and situations identified[61]



[61] Due to the change in methodology, information for 2021 is presented for employees only, for 2022 includes ISO LLC employees, and for 2023 covers employees of the main contractors.

The following communication channels make it possible for employees to timely report any occupational safety hazards and risks:

- Phone
- E-mail
- RUSAL's web-resources (internal and external), and the Look Around programme
- SignAL hotline (anonymous) — 35 submissions were received from the Company employees related to working conditions and availability of PPE over 2024
- Speak-up boxes (anonymous) — employees may submit written complaints and proposals to the OHIFS Department and to the head of facility
- Three-tier control logbooks
- Prevention Councils

Each submission received is analysed to determine the root cause and develop corrective actions.

The SignAL hotline is used to receive submissions from non-employees of the Company. In 2024, one such complaint was received and investigated, and the complainant was provided with feedback.

Safety projects

GRI 3-3, 403-2, 14.16.1, 14.16.3

• Project	• Deliverables
LOTO project	Continued integration of the system for blocking and marking sources of energy at pilot facilities of the Alumina Division. In 2024, the LockOut/TagOut (LOTO) system was implemented at the following sites: • JSC RUSAL Achinsk • JSC RUSAL Boksitogorsk • RUSAL Kamensk-Uralsky • RUSAL Krasnoturyinsk
Best Practices project	The Company periodically reviews the existing risk mitigation practices at its facilities, as well as third-party domestic and foreign practices, to select the most suitable ones for replication at RUSAL's facilities. During 2024, the work in the following areas continued: • road markings; • installation of anchor lines for working at height; • installation of protective screens; • introduction of photobarriers to stop rotating equipment when an employee is in the danger zone; • restricting access to floor vehicles; • updating emergency shower facilities; • control of employee positioning on railway tracks.
Exoskeleton application project	In 2024, two stages of production tests of exoskeletons were carried out at the tunnelling section of the Novo-Kalyinskaya mine and with track fitters when replacing rail sleepers. In addition, a batch of exoskeletons (590 belt exoskeletons, 40 full-body exoskeletons) was purchased for long-term (one to three months) pilot production operation in the Aluminium Division.
VR training	As part of the pilot project, video recording of process operations in VR mode, video editing, and compiling of a training course on step-by-step operation execution maps were performed. During the reporting period, 58 VR maps were created. The training was completed by 35 employees.

Best practices of the Aluminium Division

- Installation of vibration sensors and a thermal imager on the coke furnace with real-time data transmission to the control unit: the risk of the furnace lining failure, deformation of metal structures, and the risk of injury are reduced.

- Installation of a personal magnetic badge access system on the diesel equipment: unauthorised access to operate floor vehicles is prevented.
- Switching overhead cranes located in the raw materials warehouse to the remote control mode: five times less dust in the working area and eight times less coal tar fumes.

Best practices of the Downstream Division

- Organisation of safe road traffic (road markings for pedestrian and transport zones, installation of road signs): safety when moving around the territory of the facility is enhanced.
- Occupational safety alley: visualisation of occupational health and safety plans, activities, and achievements, information about production leaders and the best employees in the domain of occupational health and safety.
- Marker lines: light visualisation of the dimensions of floor vehicles in order to warn employees about the movement of vehicles in the production premises.
- Light demarcation: light visualisation of hazardous areas during loading and unloading operations.

Training

GRI 403-5, 14.16.6, EM-MM-320a.1

Consistent training and briefings for RUSAL's employees (including remote) and contractors are instrumental in enhancing their competencies to gain an understanding of occupational risks and safe work practices, to comply with the necessary occupational health and safety requirements, and to avoid situations posing danger to life and health.

Each employee and contractor working at RUSAL's facilities shall be aware of their duties and personal responsibility for meeting occupational health and safety requirements. Mandatory training and briefings on OHS and rendering first aid to injured people at work, as well as instructions on how to act in emergencies are not all measures taken by RUSAL to this effect. The Company also holds additional trainings. Training needs, recording and evaluation of the effectiveness of training — all these aspects are within the scope of joint efforts of OHS and HR units.

For example, the medical staff of RUSAL Medical Centre LLC (RMC) trains employees in practical first aid skills on advanced simulators, and rooms have been set up at the facilities to practise first aid techniques.

In 2024, RUSAL started arranging safety contacts at all of the Company's facilities in the form of five-minute announcements at the beginning of each meeting about injury cases or related risks.

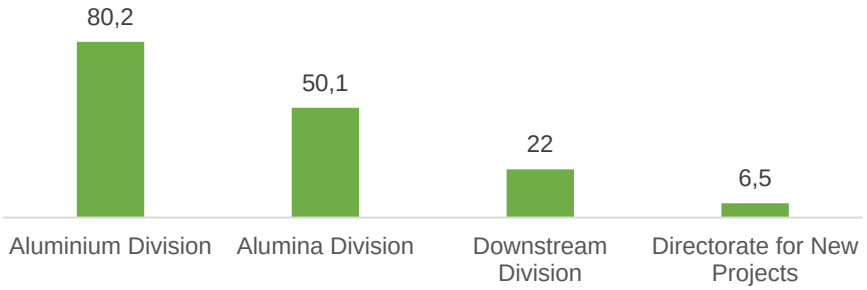
To foster the leadership skills of managers, workplace safety cases were included in training programmes for the talent pool:

- Managing Safely (IOSH) — for applicants at the RUSAL's Leaders level;
- international standard ISO 45001:2018 requirements;
- internal audit of the occupational health and safety management system in accordance with ISO 45001:2018.

Training programmes as part of the Foreman School were also supplemented with behavioural safety audits.

An average of 30 hours of training was spent on each employee in 2024.

Average number of training hours per employee (permanent staff) in 2024, hours



Health protection

GRI 403-3, 403-6, 403-10, 14.16.4, 14.16.7, 14.16.11, HKEX KPI B2.3

RUSAL constantly improves its healthcare system and takes steps to prevent occupational diseases in order to strengthen and protect health of its employees in discharging their job duties.

Employees take pre- and post-shift examinations and receive emergency medical care at the medical centres that are available at each facility. As RUSAL expands the scope of its operations, it also launches new medical centres: for example, in January 2025, a health centre was opened at the KAZ industrial site in the village of Startsevo.

RUSAL's health protection system is greatly enhanced by RMC's general medical facilities. The facilities:

- perform preliminary and regular medical examinations for the Company employees;
- implement preventive measures for employees (procedures in physiotherapeutic rooms, remedial gymnastics rooms, inhalation chambers, and day care centres in some locations);
- render outpatient and polyclinic care to employees and local residents under the compulsory health insurance (CHI) programme.

All projects and programmes aimed at preserving the health of employees are of a long-term nature, and the range of services is constantly expanding. In 2024, the RMC branch in Kandalaksha and the health centre at SAYANAL's production site obtained licences and started performing medical examinations for intoxication, which increased the efficiency of this procedure.

In December 2024, as part of the Telemedicine project, the consultations covered all regions of RMC's presence on complicated clinical cases with specialists from Federal State Autonomous Institution National Medical Research Centre Treatment and Rehabilitation Centre of the Ministry of Health of the Russian Federation. Highly-skilled professionals held more than 60 teleconsultations. The most popular areas of consultations included cardiology (22%), endocrinology (19%), gastroenterology (17%), traumatology and orthopaedics (13%).

RMC complies with the national laws in rendering healthcare services: it has the relevant licences, holds training, certification and accreditation of personnel, etc. The Company limits the number of persons allowed to process personal and medical data. Healthcare professionals draw up all the necessary documentation in due course, including through automated processing in the medical information system.

To prevent diseases leading to temporary disability and enhance the availability of medical care, in 2024 RUSAL expanded the list of locations encompassed by the VHI system to include production sites in Krasnoyarsk, Shelekhov, Volgograd, and Divnogorsk.

As part of the Minipolises project, the list of healthcare specialists invited for temporary work to the regions with an express staff shortage was expanded, and the number of visits by specialists on as-needed basis increased. In addition to facility employees, specialists also see their family members and residents of local communities. In Bratsk and Taishet, paediatricians of limited specialties organised appointments for children.

In advance of the epidemic season during the reporting period, RMCs vaccinated employees against flu: 64.5% of all employees received such flu vaccine. RUSAL also conducted preventive work with employees regarding the importance of vaccination to prevent the spread of the flu virus and reduce the likelihood of post-flu complications.

In addition to flu, vaccination against tick-borne encephalitis is regularly carried out in endemic areas.

RUSAL focuses not only on the physical but also on the psychological health of its personnel. Professional psychologists help employees who contact a hotline for psychological support to deal with hardships. A significant share of grievances received in 2024 was attributed to stresses related to conflict situations at home and at work, problems of relationships in the family, and child-rearing practices. To reduce the emotional burden and prevent emotional burnout, the Company arranged online lectures and workshops for employees with the involvement of medical psychologists.

In case of pronounced signs of stress disorder or emotional burnout, employees are referred to rehabilitation to a specialised recovery centre based on medical specialist's opinion. After rehabilitation, patients are subject to dynamic monitoring.

Healthcare projects

GRI 403-3, 403-6, 14.16.4, 14.16.7

• Project/initiative	• Deliverables
Prevention of cardiovascular diseases (CVD)	Measures were elaborated to prepare for implementing the pilot project under the Combating Overweight programme. Following the outcomes of employee medical examinations and requests, groups at risk of CVD development are set up among obese employees. Employees in this group undergo additional checkups (stress ECG, lipid spectral analysis). Upon completion of the examination, employees receive physiotherapy treatment, are advised on a rational diet and exercise regime, and are provided with dynamic monitoring of their health status.
Renovation of polyclinics on the territories of the Company's responsibility to streamline improve the service component and eliminate potential non-compliances (if any) with standards	Major overhaul of the polyclinic in Achinsk was completed. Exterior works (façade reconstruction and landscaping) are scheduled for 2025. A design project for the reconstruction and refurbishment of the polyclinic premises in Sayanogorsk was drafted and approved. The terms of reference for accommodating a communication network in the polyclinic were drawn up and agreed. Routine maintenance was performed in the polyclinic building in Krasnoturyinsk. In Shelekhov, the construction of an extension to the existing polyclinic building continues, with further renovation of the building.
Addiction prevention project	In 2024, RMC conducted 60,855 tests of the Company employees for the use of drugs as part of addiction prevention. In addition, risk groups of people with a propensity to alcohol and drugs were set up. Employees from these groups were referred to the rehabilitation centre in Nakhabino.

Prevention of occupational diseases

GRI 403-10, 14.16.11

RUSAL's operations are associated with the potential development of occupational diseases: 20% of employees are in the risk group.

RUSAL evaluates the risk of occupational diseases among its employees based on the results of a special assessment of working conditions. As follows from such assessment, the Company had 59% of workplaces with harmful working conditions by the end of 2024. There are no workplaces with hazardous working conditions. The most common harmful production factor is arduous work.

RMC's skilled specialists and high-quality, wide-ranging equipment make it possible to detect occupational diseases at early stages and start treatment and rehabilitation of employees in a timely manner.

In addition, following the outcomes of medical examinations, facility employees may be referred to health resorts and participate in specialised prevention programmes implemented at the facilities. In 2024, prevention programmes were designed and implemented at the production sites in Achinsk, Krasnoyarsk and Shelekhov. The new oncopathology prevention programme in Shelekhov covered 1,254 employees. Two people were diagnosed with malignant neoplasm at an early stage and received surgical treatment.

In 2025, the Company will continue implementing the existing programmes, introducing additional types of healthcare services and measures aimed at preserving and improving the health of its employees.

Contractor safety management

GRI 403-1, 403-7, 14.16.2, 14.16.8

The Company's policies and the Regulations on Contractors Occupational Health, Industrial Safety and Environment Management set forth the criteria for selecting RUSAL's contractors and for assessing their ability to provide services with due regard to occupational safety requirements. The Company renders comprehensive support to contractors in complying with the relevant regulations, and appoints a supervisor to make sure that the work is done through the use of safe methods.

RUSAL regularly inspects contractors for conformance with these standards. In addition, the Company makes every effort to monitor the elimination of non-compliances and provide for a high level of safety. RUSAL receives detailed information from its main contractors on their self-monitoring of OHS compliance and on violations identified within their own and subcontractors' entities.

The most frequent violations in 2024 were hazardous actions by employees, including a failure to use PPE, a failure to arrange for site preparation and work procedures, and a failure to comply with safety signs.

RUSAL has a practice of collective responsibility for breaching safety requirements. On top of that, each employee who has violated safety requirements is interviewed as part of a behavioural safety audit. In 2024, 149 preventive talks were held with violators.

Based on the orders issued, 1,468 employees of contracting entities were brought to disciplinary and material responsibility. In accordance with the Regulations on Progressive Incentives and the contracts in effect, penalties were imposed on contractors who repeatedly committed OHS violations. The total amount of such sanctions was RUB 28.99 million.

Emergency response

GRI 403-7, 14.15.1, 14.15.3, 14.15.4, HKEX KPI B2.3

RUSAL takes comprehensive measures to prevent natural and technogenic emergencies on a regular basis. The Company provides and maintains emergency response forces and means in a constant state of readiness. The Company's facilities have material resources for emergency response purposes.

In case of a threatened emergency, the Company makes use of communication means that enable employees and third parties to notify the Company via the SignAL hotline. Such means include mobile and corporate phones, e-mail and the website of the hotline.

The local notification system is used for mass broadcasting of information to the personnel of facilities in case of a threatened accident or emergency. These facility systems are interfaced with municipal notification systems, which makes it possible to notify the local population of the spread of impact factors beyond the industrial site boundaries.

Measures implemented in 2024:

- the Regulations on the Organisation and Conduct of Civil Defence (CD) were drafted and enacted;
- the analysis of facilities was carried out, and proposals were drawn up to minimise the risks of CD categorisation;
- monitoring and coordination of actions of the governing bodies to prevent and promptly respond to fires, accidents and emergencies during fire and flood hazardous periods; and
- the procedure and programmes for introductory briefings on civil defence and emergencies were approved.

RUSAL's hazardous production facilities (HPF) devise Emergency Preparedness and Response (EPR) Plans and coordinate them with emergency rescue teams. Such plans outline the key emergency risks and response strategies. In addition, for the facilities handling petroleum products, Spill Prevention and Response (SPR) Plans are drafted and further approved by supervisory authorities.

As of the end of 2024, HPFs have EPR Plans in place. For all facilities where petroleum product spills are possible, SPR Plans have been compiled.

In 2024, the Company's facilities held over 180 drills and exercises to test the actions of personnel, forces and means involved in emergency response under the contract, including 72 drills and exercises involving fire and rescue units of the Russian Ministry of Emergency Situations, firefighting units of the constituent entities of the Russian Federation and other specialised professional and non-staff services and teams. Scenarios of drills and exercises are devised with the use of information from the EPR Plans and SPR Plans, among others.

Industrial safety

GRI 14.15.1

Minimisation of accidents caused by aging of the main production assets and deterioration of equipment performance is provided for by such organisational and technical measures, as technical diagnostics, monitoring and forecasting of the engineering condition of equipment that has exhausted its service life, and industrial safety expert review.

The procedure for implementing these measures is laid down by the Regulations on the Industrial Safety Management System and separately in the internal regulations of facilities.

RUSAL case study

Industrial safety working group

To improve the Company's ISMS, an industrial safety working group composed of 15 employees was established in July 2024. It is primarily tasked with:

- identification of risks of accidents and incidents at HPFs and development of measures to prevent them;
- identification of opportunities to enhance ISMS and to attain compliance of HPFs with national laws.

The group's 2024 performance:

- three industrial safety audits were conducted at mining sites (more than 86% of the identified risks were eliminated and the remaining part is continuously monitored);
- checklists were devised for inspecting HPFs in terms of lifting mechanisms and mining operations;
- the main changes in law were analysed, and recommendations on changing the structure of industrial control and local regulations were drafted.

In OHS matters, the Company follows the principle of proactive actions. For example, in 2024 RUSAL was particularly focused on the safety of mining operations. In order to eliminate the risk of road traffic accidents at open-pit mining sites, 12 activities were elaborated to ensure the safe movement of mining transport equipment during the seasonal ice period. This made it possible to prevent any incidents in operating mining transport equipment over the reporting period.

In 2024, three targeted inspections of facilities were carried out for:

- performing work at height;
- compliance of facilities operating in the Siberian and Urals Federal Districts with the standards of snow load in winter;
- availability and operability of safety devices, interlocks, and guards for equipment with moving and rotating parts.

In the reporting year, eight dangerous and unused buildings and structures were dismantled as part of the General Clean-up project.

Fire safety

RUSAL's governing document in the area of fire safety is the Regulations on the Fire Safety System. In view of a high probability of fires occurring when operating electrical refittings, in 2024 the Company also drew up the Regulations on Interaction of RUSAL Facility's Personnel with Personnel of the Entity Responsible for the Operation of Electrical Units and Fire Brigades when Extinguishing Fires at Electrical Units, Substations, and Cable Lines.

Over the reporting period, RUSAL performed checks of the quality of the discharge of contractual obligations by the entities responsible for fire prevention and extinguishing at the Company's facilities. The checks revealed violations, whereupon proposals to improve the provision of these services were drafted.

In addition, the Company diagnosed the current state of fire protection systems (availability, wear and tear, maintenance contracts, compliance with applicable fire safety requirements, maintenance costs, etc.) using checklists developed in 2023. This will make it possible to centralise control over fire safety across the Company's facilities.

RUSAL's accountable persons conduct regular internal audits of the status and assessment of compliance of facilities with fire safety requirements. Thus, ten fire safety audits were arranged at the Company's facilities in 2024:

- four at the Alumina Division;
- three at the Aluminium Division;
- two at the Downstream Division;
- one at the Directorate for New Projects.

To improve the personnel readiness to act in a fire, in 2024 the Company held over 220 evacuation drills and exercises, 120 of which involved fire and rescue units of the Russian Ministry of Emergency Situations, regional firefighting units of the fire service, private and departmental fire brigades. Along with that, the Company conducted training sessions for volunteer fire brigades formed at RUSAL's facilities.

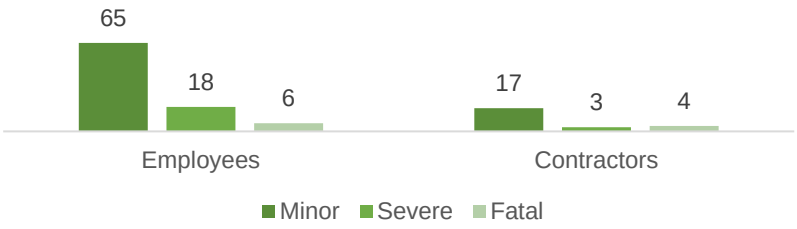
Performance

Work-related injuries

GRI 403-9, 14.16.10, HKEX KPI B2.1, HKEX KPI B2.2, HKEX KPI B2.3, ASI PS 11.1, EM-MM-320a.1

In 2024, 89 employees and 24 contractors suffered from work-related accidents. The number of days of disability caused by work-related injuries was 6,528 for employees and 1,286 for contractors working on the Company's premises at the time of injury. The most common types of occupational injuries were bruises, fractures, chemical[62] and heat burns. The main causes of accidents include falls of mine roof impacted by rock bumps, impact from rotating and moving parts of equipment, falls while moving and from height, electric shock, and exposure to electric arc.

Number of accidents[63] among RUSAL's and contracting entities' employees working at the Company's facilities at the time of being injured in 2024



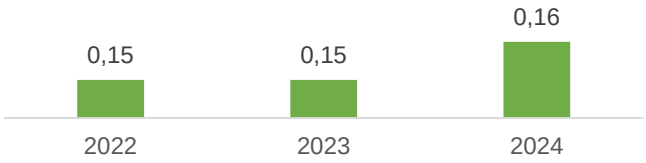
In 2024, LTIFR was 0.16.

Dynamics of LTIFR[64] per 200,000 man-hours

[62] Chemical burns due to contact with caustic soda solution.

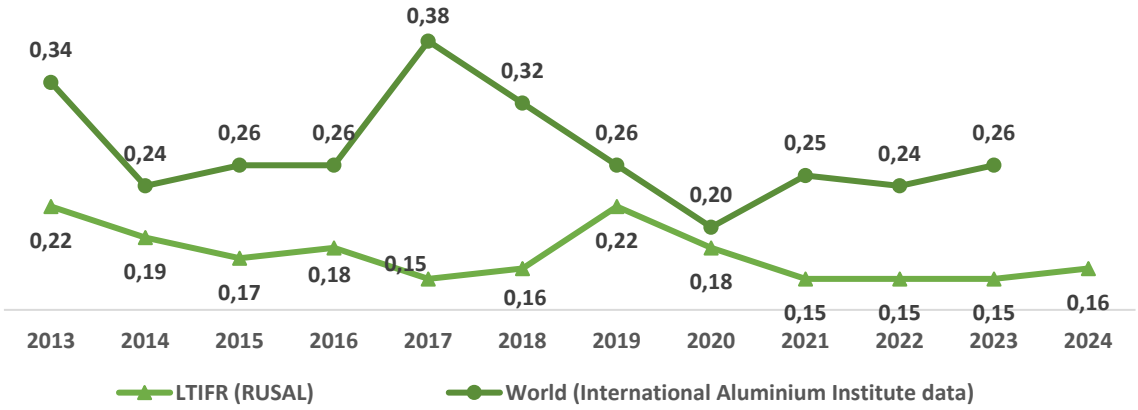
[63] Subject to the classification found in Order of the Ministry of Labour and Social Protection of the Russian Federation No. 223n dd. 20.04.2022 on Approving the Regulations on Special Aspects of Investigating Occupational Accidents…

[64] LTIFR (Lost Time Injury Frequency Rate) is determined per 200,000 man-hours worked and covers severe and minor injuries with temporary disability recorded by the Company over the reporting period.



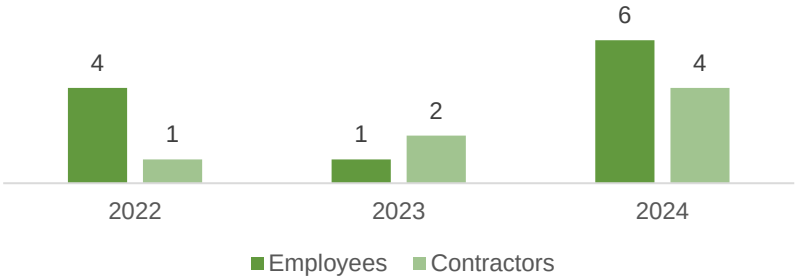
In 2024, the injury rate at RUSAL's facilities was below the average value compared to the international statistics of aluminium industry (according to the International Aluminium Institute).

Dynamics of injuries by LTIFR per 200,000 man-hours[65]



Six employees and three contractors died as a result of occupational accidents in 2024.

Dynamics of fatalities among RUSAL's and contracting entities' employees



The main causes of fatal and severe injuries in 2024 included a rock fall caused by rock bump, lack of control over the organisation and performance of operations by responsible persons, and violation of safety requirements by the injured. For all cases, internal investigations were conducted to identify the root causes, and measures to eliminate/minimise them were developed. The investigation results were sent out to all the Company's facilities in the form of information sheets.

A group accident involving two Company employees occurred at the Kalyinskaya mine as a result of rock bump with the fall of the block covering rocks during downhole cycle operations. One employee sustained injuries incompatible with life, and the second one sustained severe injuries. In the follow-up of the investigation:

- work was carried out to enhance information support for research and identification of focal factors of rock bumps with further amendments to the methodology for calculating the stability indicator;
- together with the design institute, work was organised on the development of seismic-resistant fastenings in the conditions of the facility's mines;
- all mining operations in this section are prohibited after the rescue work is completed, the mine workings are excluded from operation;

[65] The 2024 data is not available as of the date of drafting this Report.

- timber relieving of inoperable steel-polymer anchors with installed flooring (rotten, deformed wood) in places of non-compliance with the support pattern was carried out;
- thorough dismantling of flaws on the roof and walls of the block excavation was performed;
- all sensors installed in the mine lights of the SUBR-Poisk rubble search system were checked for operability and serviceability.

A fatal accident occurred at the RUSAL Krasnoturyinsk site as a result of the destruction of a washer diaphragm and the fall of the diaphragm's metal structure and support beams. The employee sustained injuries incompatible with life. The main causes included poor organisation of work, inadequate control over the condition of equipment and over full detection of defects in the metal structure of the washer. After the investigation, the following measures were implemented:

- reconstruction of all multi-tiered washers/thickeners of the site was performed to bring them to the state of single-tier structure;
- diagnostics of the engineering condition of all washers/thickeners was carried out;
- temperature control measures were elaborated to allow employees to enter the washer.

In addition to accidents, RUSAL investigates cases of non-lost-time injuries (micro injuries). In 2024, the Company recorded 67 micro injuries among employees (medical assistance was rendered in 27 cases) and 18 micro injuries among contractors working at RUSAL's facilities at the time of injury (medical assistance was rendered in 10 cases). The main groups of micro injuries included bruises, cuts, chemical burns, and foreign bodies (dust) in the eyes.

A total of 116 work-related injuries[66] among employees and 35 among contractors working at RUSAL's facilities at the time of injury were recorded in 2024. TRIFR among employees was 0.26 (up 0.02 YoY).

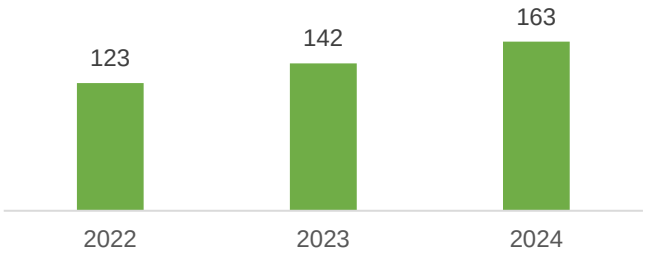
Occupational diseases

GRI 403-10, 14.16.11

In 2024, 163 cases of occupational diseases[67] were recorded, up 15% YoY (142 cases). Of them, 58% (105 cases) were recorded among employees of JSC Sevuralboksitruda, which is due to special aspects of the facility's manufacturing process.

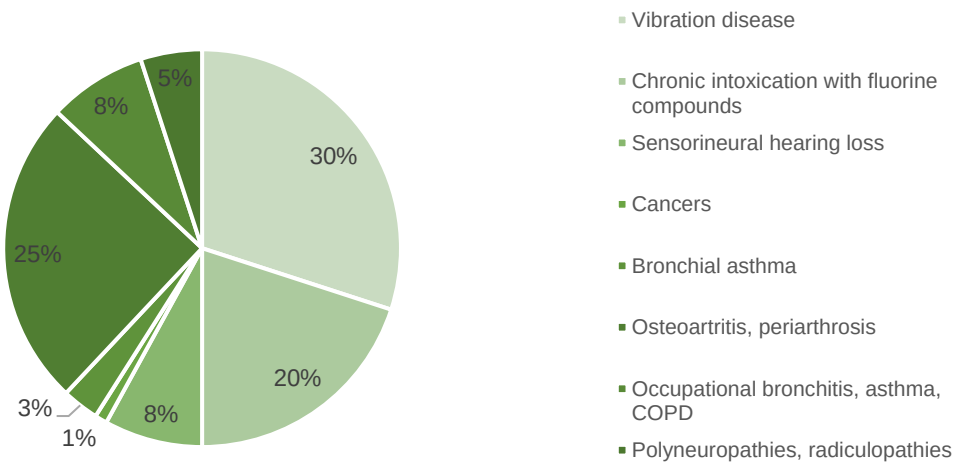
However, the number of such diseases detected among working employees for the first time was 143 cases, up 49% versus 2023 (96 cases).

Dynamics of occupational diseases [68]



Structure of occupational diseases recorded in 2024, %

[66] Recordable occupational injuries are defined as the number of people injured and killed in workplace accidents, as well as the number of micro injuries that required medical assistance.
[67] There are no fatalities resulting from occupational diseases.
[68] The statistics omit cases of occupational diseases detected for the first time in the post-exposure period.



There has been an increase in the number of cases of occupational diseases detected at early stages, which is due to the improved quality of diagnostics during medical checkups. This allows for timely treatment and prevention of complications and disabilities, and preserves the ability to work and professional fitness of employees.

Plans for 2025 and the midterm

In 2025 and the medium term, the Company intends to:

- update the governing documents;
- amend procedures for internal investigation and analysis of accidents;
- perform procedures related to refusals to perform hazardous work (management message and regulation of the notification procedure);
- implement the STOP-hour procedure;
- visualise accident scenes;
- deliver the Life BEFORE and AFTER project;
- replicate the Safety Contact procedure; and
- implement IT tools for monitoring occupational safety.

7. Developing local communities

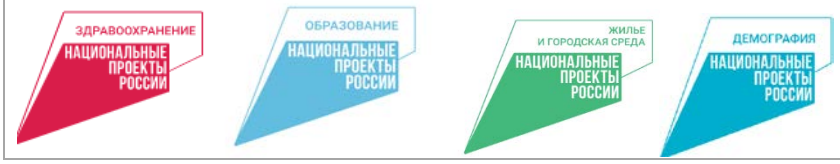
2024 key figures	Material topics
> RUB5.9 bn allocated for social investment and charity projects (+1.2% YoY) 278 entities and 12 individuals – direct beneficiaries of financial support rendered by the Centre for Social Programmes (CSP) Charitable Foundation Over 69 thousand people – total number of beneficiaries of social programmes and charity projects, including the projects delivered by the foundation's grantees 20 new socio-economic cooperation agreements entered into by Company entities > 3 thousand volunteers contributed to 546 volunteer activities	• Interaction with local communities

2024 highlights

- The Company's Regulation on Social Investment and Charity was updated and approved
- An information system to manage social investment and charity projects was developed and integrated

UN Global Sustainable Development Goals

Contribution to Russia's National Projects



Management approach

Sustainability targets and achievement progress in 2024

Target	Status	Progress for 2024
By 2035: To increase social and environmental well-being metrics for improving the quality of life across the bottom-10 territories of responsibility To attain the target, the Company aims to deliver 100% social investment[69] in line with the	• For 19 territories included in the Index, the target areas of social investment were selected for 2024–2026 • The social projects budget was approved for 2024 • The Sustainability Strategy 2035 was approved	RUSAL's Sustainable Cities Index was not expected to be assessed in 2024. In view of prioritising subject to the 2024 projects Index and a deferred nature of project implementation deliverables, is was resolved to assess the progress for 2023–2024 in quality of life changes in the territories of responsibility in 2025

[69] Across the territories of responsibility.

Sustainable Cities Index methodology	• The Index to assess social conditions was devised for 23 territories of the Company's responsibility	

GRI 3-3, 413-2, SASB EM-MM-210b.1, ASI PS 3.1

RUSAL has a positive impact on local communities through the social and economic development of the regions of presence. On top of that, the Company minimises possible negative effects of its operations and prevents potential harm to the lives of local communities by assessing new production facilities prior to commissioning.

RUSAL adheres to the principle of transparency and extensively engages with the locals for an effective enhancement of the urban environment and coordinated launch of new production facilities. The Company arranges public hearings, surveys, online voting and focus groups to identify the needs and interests of local communities. When delivering new initiatives, RUSAL agrees upon project plans with local authorities, as well as with the Public Expert Council for Sustainable Development of the Company, which includes representatives of the non-profit sector, the academic community and opinion leaders at the municipal, regional and federal levels.

The Company also holds conferences and public presentations on social investment and charity activities. To involve the representatives of local communities in the implementation of social and charitable projects, RUSAL conducts grant competitions and upholds various initiatives.

GRI 411-1, 14.11.2, MED P1-3.7, SASB EM-MM-210a.2

RUSAL case study

Support for indigenous minorities

The Company recognises the impact of its operations on local communities, including indigenous minorities, in the regions and countries of its presence. RUSAL shows respect for the local culture, customs, and values and supports the rights of local residents to uniqueness and traditional way of living. These principles are aligned with international standards, including the UN Declaration on the Rights of Indigenous Peoples, and are to be found in the corporate Human Rights Policy. No incidents of infringing rights of indigenous minorities were recorded over the reporting year.

RUSAL does not operate on or near the lands of indigenous peoples. In addition, the Company strives to make sure that its operations do not result in the forced resettlement of local residents and indigenous peoples. Where this is inevitable, RUSAL is committed to complying with all applicable laws and regulations relating to the movements of locals. No instances of forced resettlement were recorded in 2024.

❖ *For more details about the observance of human rights, please see the Human rights section.*

Social investment

GRI 2-29, 203-1, 203-2, 413-1, SASB EM-MM-210b.1, SASB EM-MM-210a.3, HKEX KPI B8.1, HKEX KPI B8.2

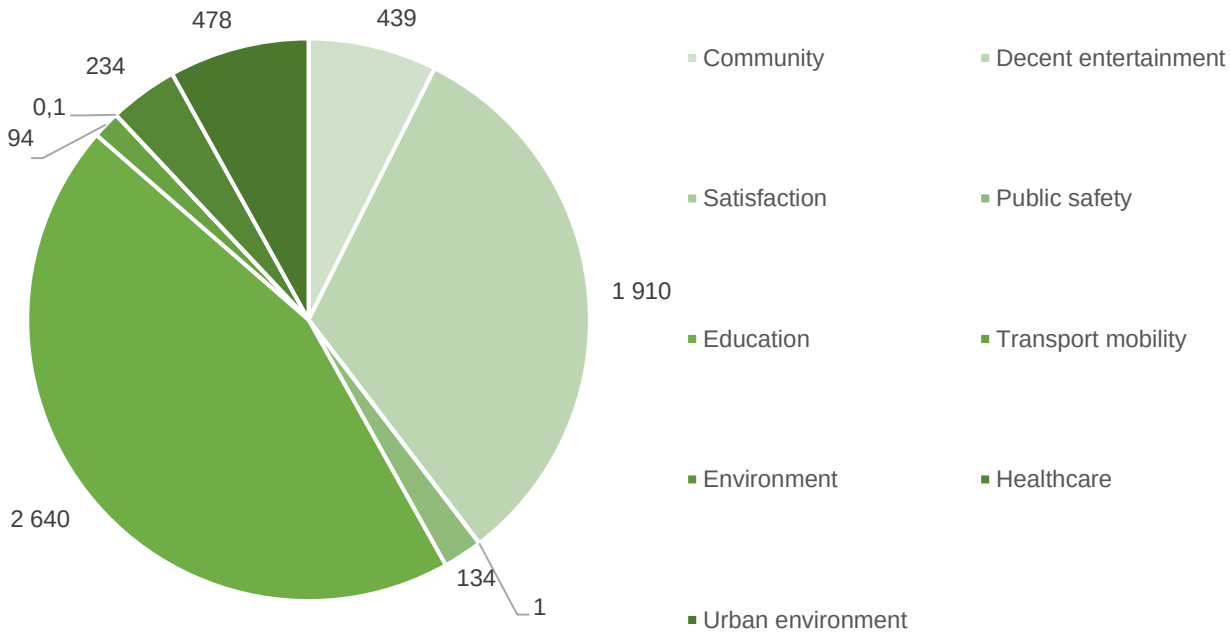
The procedure for RUSAL's investing in social projects and engaging with local communities is governed by the Charity and Sponsorship Policy and the Regulation on Social Investment.

In 2024, the amount of such investment increased by 1.2% YoY. In total, the Company made available over RUB 5.9 billion to boost social projects in all regions where it operates, including activities to enhance the urban infrastructure, healthcare, education, sports, cultural entertainment, and volunteering.

Social investment and charity support in 2024[70], RUB mln

GRI 203-1, HKEX KPI B8.2, MED P1-2.18, P2-1.4, P2-3.3

[70] Data provided on social and charitable investments in Russia, including the social investment made by the Centre for Social Programmes Charitable Foundation for the advancement of territories of responsibility in Russia in terms of the Index pillars.



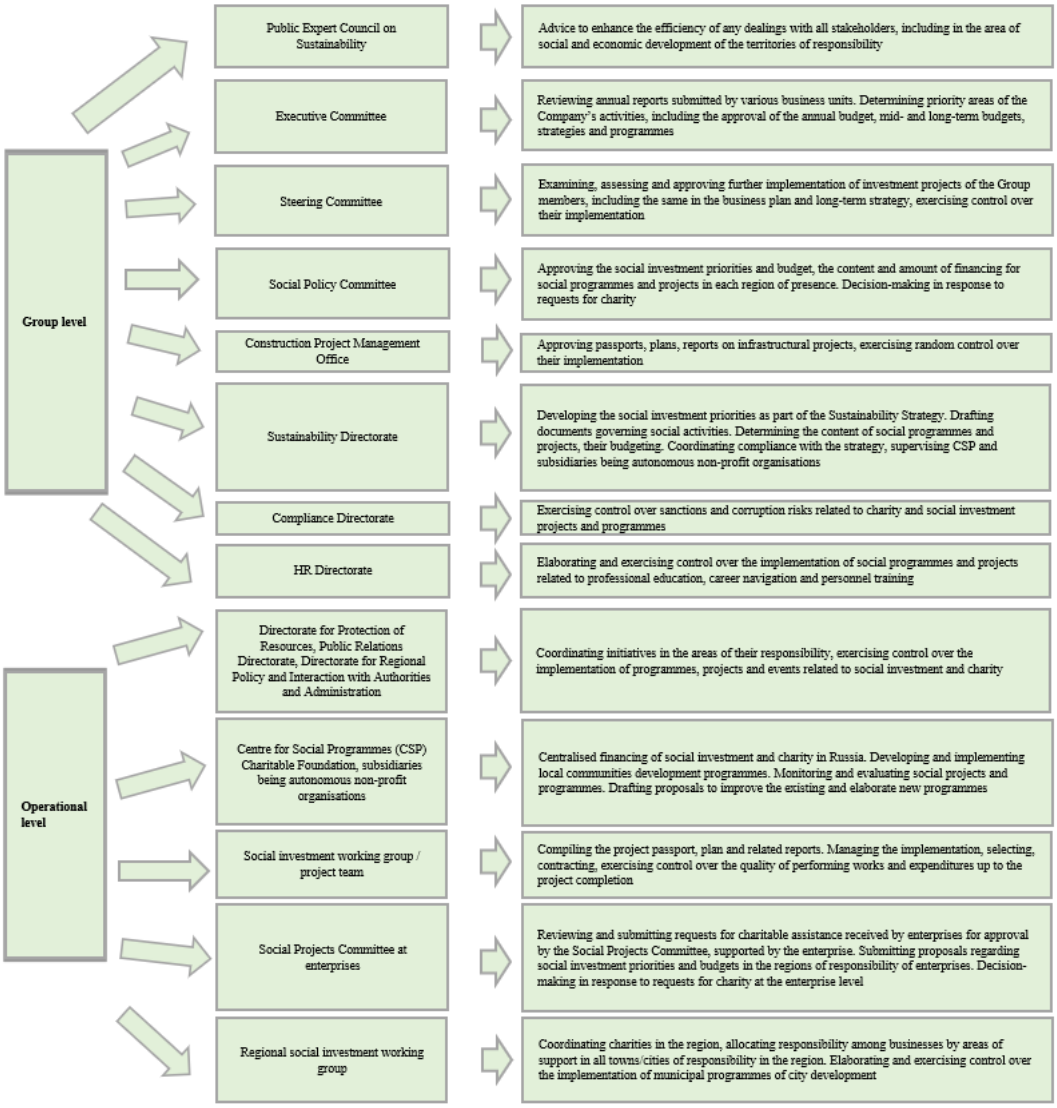
In addition to socially beneficial charity, RUSAL contributes by investing in the social and economic development of the territories of its responsibility. The Company provides employment for local applicants, including management positions, supports local SME suppliers[71] and discharges its tax obligations.

To improve the efficiency of stakeholder engagement and to robustly make social investments, the Company has a social investment management system in place.

[71] Local suppliers are counterparties registered in the country in which the Company's enterprise operates.

Governing bodies of the social investment system

HKEX KPI B8.2



RUSAL focuses its social investments on projects that have a true positive impact on local communities, contribute to addressing pressing issues in the regions where it operates, and have capacity for scaling. Priority social investment areas include the creation and development of infrastructure, services and opportunities to improve the quality of life of local residents in various social spheres.

RUSAL's social investment process is divided into four stages:

Social investment management stages

Stage I
Impact assessment

- Jointly with the Business Sustainability Department, the CSP elaborates methodologies and criteria to assess social investment performance, submits information requests, and updates the Sustainable Cities Index. Based on the Sustainable Cities Index and with an extensive involvement of RUSAL's facilities, priority social investment areas are determined for a period of three years.

Stage II
Stakeholder engagement

- The priorities and programmes identified at Stage I are discussed and coordinated with the key stakeholders. The core social policy programmes and ways of their implementation are subject to final approval by the Company's Social Policy Committee. RUSAL determines the amount of funding and holds talks with municipal
- administrations for further entry into socio-economic cooperation agreements to finance the key projects.

Stage III
Decision-making driven by evaluations and data

- The fundamental principles of deciding on social investments are:
  - transparency of the social policy and criteria for supporting projects and activities; and
  - objectivity in accordance with the established social investment management structure.
- Decisions of the Social Policy Committee, cooperation agreements, the terms and conditions of grant competitions are governed by the priorities and criteria defined for each city in consultation with local communities and based on the impact assessment deliverables.

Stage IV
Elaboration and implementation of programmes

- The Company's approach to programme implementation is to select those social projects and partnerships that may have a true positive impact on dealing with topical issues in the regions where it operates and may be scaled up and replicated as the best corporate practices. All social investment activities are targeted at improving social impact indicators in the Quality of Life and Sustainable Cities Index pillars.

RUSAL implements projects and programmes in the following areas:

	Area	Project
Values	• existence of citywide sportive and cultural events • increase in the level of social interaction between the people and their willingness to volunteer • safety of public spaces • accessibility of decent leisure infrastructure and programmes • general satisfaction with the quality of life and confidence in the future	✓ Helping is Easy ✓ Sustainable Development of the Territories of Responsibility

Environment	• quality of the urban environment • affordability of comfortable modern housing • eco-friendliness of the urban economy • existence of a sophisticated healthcare infrastructure	✓ RUSAL Sustainable Cities grant competition ✓ Sustainable Development of the Territories of Responsibility
Potential	• affordability of high-quality education for all age groups • transport connectivity of territories for mobility of residents • decent income and a variety of opportunities to unlock a professional potential • equal access to participation in local governance	✓ Scholarship programme ✓ School of Urban Change ✓ Sustainable Development of the Territories of Responsibility

1. VALUES

Programmes designed to strengthen public trust and mutual assistance, encourage civic engagement and volunteerism, and foster a culture of sustainable consumption among the population.

RUSAL case study

Women's happiness centre

The Atmosphere leisure and personal fulfilment centre in Sayanogorsk exemplifies RUSAL's values: strengthening communities, upgrading the urban environment, and unlocking the entrepreneurial potential of urban dwellers, women in the first place.

The centre started operating in 2023 and provided city residents with access to advanced small business formats: co-working spaces for beauty professionals, sewers, and creative entrepreneurs. The centre has yoga and soft fitness rooms, a café with an area for culinary master classes, a lecture room and a room for individual consultations.

In 2024, over 700 residents made use of the centre's resources and infrastructure to launch their small businesses and implement community initiatives. As a result, 16 new services appeared in Sayanogorsk, from a sewing studio and language school to self-development courses, which provide income for women and improve services for all residents. This contributes to the city's sustainable economic and social foundation.

In total, the Atmosphere centre hosted more than 200 events for 5,000 participants in 2024, including workshops, lectures, cultural meetings, urban sports and children's creative festivals. The centre's programmes focus not only on women's development but also on strengthening family ties, social engagement and enhancement of children, interaction and growth of the enterprise community.

Centre for Social Programmes Charitable Foundation

In operation since 2004, RUSAL's Centre for Social Programmes (CSP) Charitable Foundation is among the largest non-profit corporate foundations in Russia. CSP assists the regions of presence in identifying social and economic issues and devising sustainable cities development solutions.

CSP is implementing the three core projects spanning 33 territories in 12 regions of RUSAL's responsibility: RUSAL Sustainable Cities (until 2023 – RUSAL Territory), Helping is Easy, and School of Urban Change. The projects are aimed at streamlining the social infrastructure and urban environment, engaging local communities in volunteering, and training future leaders of urban change in advanced social technology.

❖ *For more details about RUSAL's operations, please visit the official website*

Development of volunteering

Corporate volunteering is a tool for building sustainable relationships with local communities. It also supports social activity and psychological resilience of the Company employees, and encourages employee cohesion outside the workplace. Contribution to such projects helps changing the environment, demonstrating talents beyond professional skills, and gaining new experience.

Since 2011, the corporate volunteering programme has been reliant upon well-established Company-wide communications between all stakeholders and a robust pool of corporate volunteers. RUSAL is introducing an integrated approach to the implementation of local socially useful initiatives by volunteers, including in social institutions. In its work with volunteer communities, the Company places emphasis on supporting motivation, retaining the existing volunteers, preventing burnout, and liaising with new hires.

❖ *For more details about personnel interactions, please see the Employees section*

RUSAL case study

Helping is Easy volunteering development programme

Helping is Easy is a project to involve employees in handling social and environmental issues in the regions where RUSAL operates via volunteer activities. The Company employees get involved in urban environmental campaigns to plant seedlings and clean up territories, social volunteering projects (including work with vulnerable groups), donor events and campaigns to join the bone marrow donor register, grant competitions for RUSAL employees, and educational activities.

In order to uncover new ways to enhance the Helping is Easy programme, a survey was conducted among 370 project volunteers from 29 cities in 2024. The results showed a high degree of involvement and satisfaction of volunteers — 79.6%, which evidences a significant role of the corporate volunteer programme.

The survey revealed the need to strengthen the involvement of participants, streamline the formats of volunteer activities, and define their values. Particular care shall be given to topics related to co-participation and expansion of opportunities to influence the community. There is also a high demand for non-volunteer formats and networking among participants, including those from different cities.

Based on these findings, in 2025 RUSAL intends to expand the format of the Volunteer School with a focus on face-to-face meetings and team building, as well as to harmonise the project's motivational programme, including the improvement of CRM systems to record activity. In addition, information boards for volunteers will be elaborated and implemented across the Company's enterprises and offices.

Key volunteer development projects in 2024

Project	Description	Deliverables
Summer in the Nature Reserve, a nature reserve volunteering project	Arranging a new tourist route to the Ermak rock pillar in the Krasnoyarsk Pillars national park Investment: **RUB 6.7 million**	Corporate volunteers who passed the preliminary internal selection arranged the first 350 meters of the new nature trail in the Krasnoyarsk Pillars national park The project is expected to continue in 2025–2026
Green Wave	Implementation of urban landscaping measures (as part of calculating the Sustainable Cities Index) Investment: **RUB 6.1 million**	More than 2.1 thousand RUSAL volunteers from 22 cities took part in the campaign, more than 3 thousand plant seedlings were planted
Inspire and Act competition of volunteer projects	Holding an internal competition of volunteer projects for the Company employees Investment: **RUB 3.4 million**	53 volunteer projects were implemented with a budget of up to RUB 70 thousand, the beneficiaries of which were 3,226 people (pupils and wards of social

		institutions, employees of enterprises, production veterans)
School of Urban Change	A social and educational programme implemented by RUSAL's Centre for Social Programmes (CSP) for local community leaders to learn the basics of social design, corporate volunteering and urban environment enhancement Investment: **RUB 2.9 million**	26 educational events were held as part of the programme, bringing together a total of 668 participants Five online distance learning courses continued to be implemented on the CSP platform
New Year marathon	Holding RUSAL's traditional charity event that winds up the Company's annual series of volunteer activities Investment: **RUB 2.5 million**	More than one thousand corporate volunteers from 150 teams from 26 regions took part in the event. Together they did more than 1 thousand good deeds for 116 social institutions and non-profit organisations
River Day	Organisation of an annual eco-marathon to clean the banks of rivers and water bodies from household waste Investment: **RUB 1.7 million**	2,500 RUSAL volunteers collected 37 tonnes of garbage and municipal solid waste (MSW) in 15 cities; 12 tonnes of MSW were directed to recycling
Alternative Future	Socialisation, involving corporate volunteers, orphans and children left without parental care, in children's homes of the Company's cities of responsibility *(in partnership with the Polden (Noon) Social Development Fund)* Investment: **RUB 1.1 million**	159 volunteer playmates conducted 69 games for 285 adolescents from 10 sponsored children's homes One of the volunteers took custody of two children — the orphaned brother and sister
Donor Days	Involvement of Company employees in blood donation (several times a year at workplaces) and joining the bone marrow donor registry Investment: **RUB 0.4 million**	The campaign was held twice in 6 cities of responsibility of the company; 570 employees donated their blood, and 175 employees joined the registry of potential bone marrow donors
Charity races (Jamaica)	Supporting sports charity races and races with employees' participation	Employees participated in races to support the Breast Cancer Awareness programme, Cardiovascular Diseases programme, Schools for Hearing-Impaired Children and a number of healthcare organisations
Christmas charity (Jamaica)	Annual Christmas charity events among company employees	Employees participated in the collection and donation of books, toys and food for children from children's homes

Major fundraising events in 2024

Project	Description	Deliverables

Energy of Our Hearts	A sports festival held in Achinsk, during which charity tournaments in basketball, football and other sports games were organised	One thousand participants More than RUB 200 thousand was raised for nine days of the charity festival The amount raised was used to acquire inclusive games for trainees of the Olympus city sports complex, which make it possible to hold competitions for athletes with special needs
White Cross	A charity run uniting communities of active citizens of Krasnoturyinsk and other locations of the Sverdlovsk Region. The project upholds the development of sports, family leisure activities, and the culture of charity fundraising to attract resources for dealing with socially important issues	300 participants A total of RUB 108 thousand was raised All the funds were allocated to kindergarten No. 32 in Krasnoturyinsk to create a sensory room for children with autism spectrum disorders and visually-impaired children
Baikal Ice Charity Hike	A hike along the tourist route on Baikal to raise funds for the acquisition of sports equipment to organise leisure activities for children with disabilities	115 participants In total, RUB 67 thousand was raised to purchase equipment for the House on the Mountain inclusive centre
Charity Help-Games	These are charity team games for corporate and urban volunteers. During the campaign, participants of the games have access to entertainment areas	300 participants A total of RUB 160 thousand was raised at four events: in Bratsk, Novokuznetsk, Divnogorsk, and Irkutsk All the funds were used to address issues relevant to the territories
Charity quiz Kind Game / Help-Quiz	These are charity intellectual games uniting corporate and urban volunteers to raise charitable donations for those in need	500 participants During four quiz events held in Krasnoturyinsk, Divnogorsk, and Taishet, almost RUB 350 thousand was collected The full amount was used for treatment and rehabilitation of children suffering from severe diseases
World Jam	It is an annual fundraising project that brings city residents together to tackle social problems The project has been implemented annually since 2017. Volunteers make jam under the guidance of professional cooks and then give it out to urban residents in exchange for donations	It was attended by more than 100 volunteers in Kamensk-Uralsky, as well as over 100 donors who accepted 760 jars of jam as a gift Almost RUB 600 thousand was collected. All funds will be directed to the children's city hospital of Kamensk-Uralsky to purchase equipment for the treatment of children with acute respiratory tract infections
Musical Apartment	It is a new atmospheric format of a fundraising event that brings together musicians from among the Company employees and city residents	100 participants A total of RUB 42 thousand was raised All funds raised at the event in Irkutsk were used to purchase food and medicines for the Irkutsk Society for the Protection of Animals, a regional charitable public organisation

2. ENVIRONMENT

Programmes aimed at refurbishing and creating social infrastructure facilities, improving urban spaces, and addressing environmental issues. Particular attention is paid to involving residents in decision-making on the infrastructural development of territories.

RUSAL implements programmes for the development of infrastructure and urban environment aimed at improving the quality of life of local communities. To implement projects to enhance the urban environment, the Company enters into social and economic cooperation agreements with regional authorities and municipal administrations, and delivers initiatives requested by local residents and non-profit organisations in the territories of responsibility.

In 2024, RUSAL enterprises kept up financing projects and activities under the terms of social and economic cooperation agreements:

14 agreements concluded before 2024 continued to be performed in the reporting year	**33** projects worth RUB 1.8 bn were funded
20 new agreements were entered into by Company entities in 13 municipalities	

RUSAL case study

Agreement with the Government of Khakassia

On the sidelines of the 27th St. Petersburg International Economic Forum in 2024, RUSAL contracted with the Government of Khakassia to implement investment projects in the region. Under the agreement, the Company intend to launch a new aluminium foil production facility in the republic, which will create about 500 new jobs and contribute to the economic development of the region. In 2024, RUSAL injected RUB 56.8 million in implementing activities under the government programme of Integrated Development of Rural Areas in the Republic of Khakassia.

Infrastructure and urban development

GRI 203-1

Building up a comfortable urban environment is among focal areas of RUSAL's social investment. Since 2014, as part of the Sustainable Development of the Territories of Responsibility programme, the Company has been supporting projects to upgrade and create a new social infrastructure in the regions of responsibility, including the improvement of open public spaces. RUSAL contributes to the construction of open-air children's and sports grounds and creates comfortable public and courtyard spaces, which are becoming popular and attractive places of recreation for urban residents. A significant share of the Company's investments is allocated to procurement, upgrade, construction, refurbishment, enhancement, and maintenance of facilities in education and science, healthcare, culture and sports.

RUSAL case study

Support for urban environment enhancement projects under the Sustainable Development of the Territories of Responsibility programme

In 2024, RUSAL allocated over RUB 3.4 billion to delivering more than 180 infrastructural projects in the area of education, science, healthcare and culture. The projects were designed to create and improve open public spaces, including renovation of social institutions in 19 territories.

Key projects for the development of infrastructure and urban environment in 2024

Project	Description	Deliverables
Reconstruction of the Central Park (Krasnoyarsk)	Continued reconstruction of the Gorky Central Park in Krasnoyarsk Investment: **RUB 227 million**	The required utilities were installed across the park, a playground was installed, the historic fence was renovated, and the first phase of landscaping was completed. Improvement works in the western part of the park were completed in full
Comprehensive development of territories (Novokuznetsk)	Implementation of the sustainable development programme for the Company's territories of responsibility	A stage was manufactured and installed in the community centre named after 19th Party Congress, a street lighting line was constructed, the school territory and the graduate square were improved, the school building roof was repaired and a playground was equipped
RUSAL Sustainable Cities	Holding a grant competition aimed at supporting projects delivered by non-profit organisations, social entrepreneurs, and governmental and municipal social institutions Investment: **RUB 99 million**	256 applications from 17 of the Company's regions of responsibility were submitted for the competition Based on the results of the competition, RUSAL identified 31 winners who received grants for the implementation of their projects (on the introduction of new educational practices for children and adults, on the processing of recyclables, on the creation of sports, cultural and leisure infrastructure)
Reconstruction of the urban road system (Taishet)	Construction of a road to the Central district and other roads in Taishet	Construction of road infrastructure in **Taishet**
New Year celebrations in the cities of responsibility	Events to celebrate the New Year 2025 were held under RUSAL's Together is Easy! concept.	Festive decoration of key public spaces with branded ice sculptures and light figures, entertainment programmes with animation and offline competitions with branded prizes and souvenirs. The events were held in 16 cities: **Achinsk, Boksitogorsk, Bratsk, Volgograd, Emve, Kamensk-Uralsky, Kandalaksha, Krasnoturyinsk, Krasnoyarsk, Novokuznetsk, Sayanogorsk, Severouralsk, Sorsk, Tayozhny, Taishet, Shelekhov**
Comprehensive rural development (Republic of Khakassia)	Implementation of the sustainable development programme for the Company's territories of responsibility	Funds were allocated to co-finance the construction of a 462-seat cultural centre, a multifunctional cultural and educational centre for children and youth, a kindergarten for 120 places in the village of **Bely Yar, Altai district**, construction of a secondary school for

		825 places in the village of **Askiz, Askizsky district**
Landscaping of courtyard spaces (Krasnoyarsk)	Landscaping of yards in the Sovetsky district of Krasnoyarsk	Comfortable recreational spaces were created in six courtyard areas of the Sovetsky district
Comprehensive social development of territories (Leningrad Region)	Implementation of a range of social projects in the Lomonosov district, Leningrad Region	2 playgrounds (territory and equipment) in the village of **Lopukhinka** and in the village of **Koporskoe, Lomonosov district,** have been improved, and the projects are in progress in 2025
Upgrade of the urban lighting system (Achinsk)	Financing of measures to replace the networks and upgrade the urban lighting system in Achinsk Investment: **RUB 15 million**	To ensure safe and comfortable living conditions in Achinsk, networks and lighting systems have been built and replaced
Construction of a pedestrian fountain (Sayanogorsk)	Design of a pedestrian light-dynamic fountain on the central Lenin Street in Sayanogorsk Investment: **RUB 13.3 million**	Design works were completed, implementation will continue in 2025
Reconstruction of the urban road system (Bratsk)	Reconstruction of a local public road along Ryabikov Street from Gagarin Street to Kurchatov Street with reconstruction of the intersection of Ryabikov and Gagarin Streets	Engineering surveys, stages of PD, WD, land-use planning, non-state expert review were performed and paid for
Reconstruction of the bridge over the Pyardomlya River (Boksitogorsk)	Drawing up the design and estimate documentation for the reconstruction of the artificial structure (bridge) over the Pyardomlya River, located on the public road of local significance in Zavodskaya Street in Boksitogorsk Investment: **RUB 5.9 million** (from the total budget of RUB 8 million)	A technical survey was carried out, the design and estimate documentation was drafted, and an approval of the state expert review was obtained
Improvement of Kirov Alley (Kandalaksha)	Beautification of Kirov Alley in Kandalaksha Investment: **RUB 2.7 million**	The section of Kirov Alley from its intersection with Kandalaksha Highway to the Sports Palace of Kandalaksha was improved
Implementation of a circular economy	Installation of boxes for collecting things and old clothes at the company's enterprises and offices	Boxes were installed in **Sayanogorsk, Taishet, Novokuznetsk, Kamensk-Uralsky and Moscow.** The boxes installed in 2023 in **Krasnoyarsk** continued operating Every year more than 1 tonnes of things are collected in each box In addition to regular sending of things for recycling (into secondary raw materials), targeted assistance is

		arranged through boxes (for social institutions, animal shelters)

Key projects to help regions affected by emergencies, environmental and climate disasters in 2024

Project	Description	Deliverables
Elimination of the consequences of a fire in the residential sector (Vikhorevka)	Assistance to those affected by a fire in the residential sector of the urban settlement of Vikhorevka, Bratsk district	Food products, folding beds with mattresses, bed linen were purchased, funds were transferred to the housing owner to restore the house and to organise the funeral of the factory veteran A.S. Romanov
Oil spill response in the Black Sea (Anapa)	Assistance in eliminating the consequences of the environmental disaster associated with two oil tankers wreck off the coast of Anapa	To protect the volunteers of Anapa from the effects of harmful factors when collecting fuel oil from the shoreline, RUSAL Achinsk sent a batch of **49 thousand respiratory masks of FFP2 and FFP3 classes**
Response to Hurricane Beryl (Jamaica)	Charitable assistance to the people of Jamaica to eliminate the effects of Hurricane Beryl	Restoration of the canal in the fishing port **of Portland Fishing Village, Clarendon Parish, Jamaica**

Healthcare and promotion of a healthy lifestyle

Taking care of public health and nurturing a healthy lifestyle culture are among the key priorities of social development of regions where RUSAL operates. Specifically, the Company assists in modernising healthcare institutions and contributes to professional development of medical staff.

RUSAL case study

Supporting healthcare institutions in Kamensk-Uralsky

RUSAL upholds the boosting of healthcare infrastructure in Kamensk-Uralsky under the cooperation agreement between the Company and the municipality.

In 2024, RUSAL financed the renovation of the city hospital department, the children's city hospital, the dormitory of the Kamensk-Uralsk branch of the Sverdlovsk Regional Medical College, and the women's consultation centre in the Krasnogorsk district. On top of that, RUSAL plans to render support in the form of making compensation payments to deal with the housing issue for highly specialised doctors who came to work in Kamensk-Uralsky.

The 2024 investment totalled RUB 37 million.

The Company increases the availability of healthcare services in the regions of responsibility. For example, in 2024 RUSAL provided decent housing for doctors in high-demand specialties who came to the village of Tayozhny.

Key projects to promote sports and healthy lifestyle in 2024

Project	Description	Deliverables
Construction of martial arts centres	Continued implementation of the large-scale project for the construction of martial arts	Martial arts centres were built in 7 more cities: **Achinsk, Volgograd, Divnogorsk, Krasnoturyinsk, Krasnoyarsk,**

	centres (under an agreement with municipal authorities)	**Severouralsk** *(opened in early 2025*), **Shelekhov***.* The sports centres have advanced spacious halls for judo, boxing, sambo, karate, freestyle and Greco-Roman wrestling classes. The area of each centre is over 1.3 thousand square metres At the end of 2024, more than 2,200 children were attending classes in 10 centres. *(By the beginning of 2024, martial arts centres had been opened in Bratsk, Sayanogorsk and Taishet)*
Construction of a building at the Voskhod camp in Krasnoturyinsk	Implementation of the Voskhod camp building construction project (by agreement with the city administration) Investment: **RUB 60 million**	A building with a capacity of 60 people is under construction for year-round stay at the recreation centre
Supporting the healthcare system (Kamensk-Uralsky)	Implementation of projects to support the development of the healthcare infrastructure in Kamensk-Uralsky (under a cooperation agreement with the municipality) Investment: **RUB 36 million**	The dormitory of the Kamensk-Uralsky branch of the Sverdlovsk Regional Medical College and the women's consultation centre of the Krasnogorsky district of the city were renovated *On top of that, RUSAL plans to render support in the form of making compensation payments to deal with the housing issue for highly specialised doctors who came to work in Kamensk-Uralsky*
Renovation and procurement for healthcare institutions	Rendering assistance to healthcare institutions in renovation and procurement	Renovation and procurement were undertaken for 9 healthcare institutions in 6 regions of the Company's responsibility The interior premises, roofing, entrance areas of hospitals were renovated, and window and door structures were replaced in **Kamensk-Uralsky, Boguchany, Sayanogorsk** The necessary equipment, furniture and machinery were installed in **Novokuznetsk, Bratsk and Tayozhny**
Medical aid centre (Minusinsk, Krasnoyarsk Krai)	Continued implementation of the large-scale project for the construction of medical centres in RUSAL's regions of responsibility	Construction of a 30-bed medical centre in Minusinsk continued
Go Skiing!	A project aimed at promoting a healthy lifestyle through the development of skiing, improvement of a regional ski infrastructure, and support for	The sports festival was held in 20 cities and gathered 9 thousand participants and spectators The interregional championship Go Skiing! gathered one thousand athletes from 16 regions of Russia. The winners and awardees

	coaches, athletes and amateurs In 2024, the project celebrated its eighth anniversary Investment: **RUB 16 million**	received valuable prizes — ski equipment and outfit The Best Ski Coach of the Year competition was held in 25 regions of Russia, and the winners received a monthly scholarship.
Improvement of the medical centre facilities	Continued landscaping (gardening) of the territories of medical facilities	Further improvement of territories surrounding medical centres continued in six municipalities
Medical care and creation of a significant social infrastructure for the population (Republic of Guinea)	Rendering aid to the local population of Guinea in diagnosing and combating the spread of infectious diseases	RUSAL financed: • construction of 6 new wells to provide access to drinking water for the local population • repair of several damaged sections of the road for local communities • renovation of a sports hall for judo classes in Fria • repair of the local mosque and church • construction of a city park in Fria, • construction of a new medical station and purchase of medical equipment and medicines in **Dantumaya** • financial assistance to local communities before religious holidays

RUSAL case study

RUSAL Sustainable Cities grant competition

The RUSAL Sustainable Cities grant competition is aimed at supporting projects delivered by non-profit organisations, social entrepreneurs, and governmental and municipal social institutions. In 2024, based on the indicators of the Quality of Life and Sustainable Cities Index for the cities and regions where RUSAL operates, the grant competition concept was redesigned: the key focus areas were defined, the geography was expanded, and the maximum grant amount was increased to RUB 5 million.

In the reporting year, the competition received 256 applications from 17 of the Company's regions of responsibility. Following the competition, RUSAL selected 31 winners who received grants of up to RUB 5 million to implement their projects. The winners included projects to introduce new educational practices for children and adults, recycling projects, and projects to create a sportive, cultural and leisure infrastructure.

During the competition, an educational programme for potential applicants was held, covering online webinars from major federal experts and face-to-face meetings with the competition supervisors. The programme brought together more than 300 participants from 21 Russian cities.

In addition to new projects, the implementation of winning projects of the 2023 RUSAL Sustainable Cities grant competition was completed in 2024. As a result, new products and services have emerged in the Company's areas of responsibility, contributing to qualitative and sustainable changes in people's lives. Educational and healthcare projects, projects to support children with disabilities were implemented; a new infrastructure and public spaces were created.

3. POTENTIAL

Programmes aimed at creating sustainable competitive advantages and enriching the resource potential of regions. These initiatives are intended to increase the attractiveness of territories of responsibility by improving their transport infrastructure, enhancing the quality of education, and building capacity in science and culture. They are particularly focused on empowering citizens to exercise their rights at the local level.

Education

The development of human capital in the regions of presence is among the Company's key targets. RUSAL makes a significant contribution to the technological development and enhancement of the educational system.

As part of its investment programmes, the Company is creating an advanced educational infrastructure aimed at training qualified specialists to cater for RUSAL's future needs. In addition, the Company supports municipal educational institutions by providing them with advanced equipment and the necessary resources.

Key projects in the area of education in 2024

Project	Description	Deliverables
Renovation and procurement for educational institutions	Support for projects on renovation and procurement for educational institutions	The work was performed in more than 20 cities of responsibility: **Achinsk, Bely Yar, Boksitogorsk, Bratsk, Kamensk-Uralsky, Krasnoturyinsk, Krasnoyarsk, Nadvoitsy, Novokuznetsk, Sayanogorsk, Tayozhny, Shelekhov**, etc.
Reconstruction of a building for the Irkutsk National Research Technical University (INRTU) branch (Taishet)	Establishment of a branch of the Irkutsk National Research Technical University in Taishet *(The project was initiated in 2022, construction and installation works are scheduled for 2023–2025)* Investment: **RUB 39.1 million**	Reconstruction of a municipal building was completed to open the Irkutsk National Research Technical University (INRTU) branch in Taishet. The building is equipped with furniture, educational equipment, computers, as well as the necessary equipment in terms of fire alarm and other equipment for compliance of the facility with the requirements of Russian laws on educational activities
RUSAL/En+ scholarship programme	Support for talented students with the relevant majors at Russian educational institutions Investment (RUSAL): **RUB 19.4 million**	Following a competitive selection process, 200 students from 56 organisations of higher and secondary vocational education received scholarships (energy, metallurgy, medicine, education, mining) out of 803 applications
Creation of the Metallurgy cluster at the premises of a secondary vocational education institution (Sayanogorsk)	Creation of a centre (cluster) in the Republic of Khakassia in the Metallurgy area at the premises of the Sayanogorsk Polytechnic College Investment: **RUB 13.5 million** (from the total budget of RUB 34 million)	Tenders were held for the transferred amount of 13.5 million. The money was contracted in full, the renovation began in May-June 2025 (after the completion of the school year) At the moment, preparation for renovation is underway
Academy of Future Metallurgists (Achinsk)	Implementation of a project aimed at developing career guidance for Achinsk schoolchildren	An educational programme was implemented for students in years 9, 10, 11, aimed at improving the status of the

	(as part of the Professionalitet project)	metallurgist profession and creating a talent pool for the Company's enterprises
Scholarship programme for the best university students (Jamaica)	Scholarships for students with outstanding academic performance at various universities and colleges in Jamaica	73 students studying at universities in Jamaica received scholarships from RUSAL
Scholarship programme for young professionals (Republic of Guinea)	Implementation of scholarship programmes to support young professionals in Guinea	93 students from Guinea had the opportunity to study and receive quality education in Russian universities in order to subsequently be able to work at RUSAL enterprises in their homeland
Scholarship programme for students studying in Russia (Jamaica)	Rendering financial support for students to be educated at the Siberian Federal University	20 students from Jamaica had the opportunity to study at Russian universities and receive a monthly scholarship from the Company
Back to School programme for schoolchildren (Jamaica)	Provision of vouchers to Jamaica schoolchildren for school supplies before the start of a school year	More than 100 schoolchildren received vouchers to purchase school supplies
Scholarship programme for students studying in Russia (Guinea-Bissau)	Financial support for students to study at Russian universities	Sixty-eight students from Guinea-Bissau came to study at the Siberian Federal University (SFU), the Ural Federal University (UrFU), the Ural State Mining University (UGGU) and receive a monthly scholarship from the company

RUSAL case study

Russia's capacity building in science

In order to improve the quality of higher education and unlock Russia's potential in science and culture, RUSAL supports educational programmes and contributes to the development of the Lomonosov Moscow State University infrastructure.

With the Company's support, new educational courses are elaborated, grant and scholarship programmes for the best students, postgraduates and young scientists are implemented, research in physics, mathematics and basic science is carried out, and a new building of the MSU Faculty of Physics is under construction.

RUSAL also upholds projects aimed at mainstreaming science and disseminating scholarly knowledge, and renders support for foundations, whose programmes are of educational, museum and exposition, theatrical and concert nature.

Efficiency assessment of social projects

GRI 413-1

RUSAL's Quality of Life and Sustainable Cities Index is an instrument devised in 2022 for assessing performance of the Company's social projects. The goals of using the Index include:

- integrated assessment of the attractiveness of territories for working and living in order to monitor systemic changes, identify the most urgent concerns, and set realistic goals for the development of local communities and effective interaction with municipalities; and
- creation of a database for further assessment of social effects.

The 2023 Index assessment covers[72]:

- more than 40 towns, cities, and municipalities;
- 12 areas of socio-environmental well-being;
- 66 quantitative and qualitative indicators; and
- 172 primary variables to describe 21 municipalities.

Taking account of the focus areas identified for each territory of responsibility based on the Index 2023 results, decisions were made on the implementation of social initiatives in 2024, and a project plan was drawn up for 2025.

Due to the deferred nature of project deliverable, in 2024 it was decided to assess the progress for 2023–2024 in changing the quality of life in the territories of responsibility in 2025, so the Company did not calculate the Index 2024

In the reporting year, RUSAL elaborated and integrated a unified information system for project management accounting and reporting to improve the efficiency of management and implementation of social projects in the context of increased social investment (hereinafter referred to as the Information System).

The Information System is designed to accomplish the following objectives:

- centralisation of budgeting for charitable and social investment projects;
- creation and harmonisation of the projects being implemented with an indication of specific project goals and activities;
- automatic reflection of the actual expenses on programmes and projects;
- generation of reports on project control and monitoring, with the option of analysing the key project performance indicators;
- generation of multiple information directories (directories of beneficiaries, facilities, projects, and territories);
- visualisation of project data on the dashboard[73]; and
- embedding the model for calculating RUSAL's Sustainable Cities Index into the platform.

The Information System is a unified digital database of the Company's social investment and charity projects in the Russian Federation scheduled for 2025. The system allows monitoring the Company's social investment and charity projects, performing highly-complex analytics, and processing large amounts of information, including in the real-time mode. An important feature is integration with 1C, SAP programmes and with the Company's electronic document management system, as well as generation of summary reports in various forms to promptly track the current status of implementing social investment projects and programmes.

Starting from 2025, 100% of RUSAL's social investment projects and programmes in the Russian Federation will be entered on the Information System to deal with management tasks based on the data provided by the Company's units. The work of integrating and expending the system's functions will continue in 2025.

The system has an embedded and unified project passport, which contains characteristics and indicators for planning social investments for future periods, with account taken of their performance and significance for each territory of the Company's responsibility. The passport is also intended to record the final project deliverables, which allows analysing their efficiency.

[72] Coverage for RUSAL and En+ entities.

[73] A dashboard is an interactive information model

RUSAL's middle managers and senior executives involved in social investment are trained in the basics of the Index methodology.

485 Company executives have completed a training course on the basics of the Index methodology in 2024.

Awards

The annual awards and prizes for RUSAL's social and charity programmes are evidence of their relevance and importance.

Charity awards

Competitions	
	RUSAL is the first-degree winner of the Leaders of Responsible Business national award. The RUSAL Sustainable Cities project was highly recognised by the business community and experts for its contribution to addressing socially-oriented strategic tasks. Over the last decade, RUSAL has implemented more than half a thousand infrastructure projects, created opportunities for people's personal fulfilment, and generally made life in district centres more comfortable and interesting not only for its employees but also for all residents.
ЛИДЕРЫ КОРПОРАТИВНОЙ БЛАГОТВОРИТЕЛЬНОСТИ	RUSAL was included in the highest A+ category of the annual Donors Forum Association's Corporate Philanthropy Leaders rating. The Company was praised for such criteria, as investment in the social sphere and improving the quality of life in the regions where it operates.
международная премия #МЫВМЕСТЕ	RUSAL was among the winners of the We Are Together international award in the Responsible Business category for its contribution to the social development of regions. The award was given for the RUSAL Sustainable Cities project. The RUSAL Sustainable Cities transformation project is among the 12 projects of RUSAL's Sustainability Strategy 2035. The project is aimed at boosting the quality of the urban environment and living conditions, creating a new and upgrading the existing social and transport infrastructure, improving the quality of education and healthcare, advancing sports and healthy lifestyles, volunteering and social entrepreneurship.
ЧЕМПИОНЫ ДОБРЫХ ДЕЛ	As part of the 13th Moscow International Forum 'Corporate Volunteering: Business and Society', the results of the all-Russian competition of corporate volunteering projects were finalised. The Company's volunteer expedition 'Summer in the Nature Reserve' ran third in the Ecology and Environmental Protection category. This is a week-long corporate expedition in which a team of RUSAL and En+ volunteers participated in the first stage of arranging a new tourist route in the Krasnoyarsk Pillars National Park. The participants went out daily to volunteer and spent 4–5 hours bringing in and distributing bulk material for the nature trail and installing information boards. At the first stage of the project in 2024, 350 metres of the future alternative two-kilometre route to the Ermak solid rock were set up.

	Oksana Annikova, manager of the Heat Planning and Metering Department at RUSAL Kamensk-Uralsky, is the first-degree winner of the Talented Woman in Modern Industry award in the Social Volunteer Project of the Year category. In 2023, Oksana initiated and supervised the Reading Fairy Tales project: a team of RUSAL volunteers was engaged in neuroexercises and logorhythmics in the format of game practices with first-graders of the sponsored boarding school, where 360 children study and 110 more live. Most school students have developmental challenges and are not always able to perceive and memorise information by ear. The Talented Woman in Modern Industry international Award is organised to promote professionals who have made a significant contribution to the development of the mining, metallurgical, petrochemical, manufacturing and other related industries, who set an example for their colleagues, and who are active in social and charitable activities.
	The Atmosphere leisure and personal fulfilment centre received an award in the Social Innovation of the Year nomination in the Heavy Industry category at the annual Time of Innovations Forum in Sochi.
Mines Awards Guinee	RUSAL was recognised for its efforts to promote the social and economic development of Guinea and for its contribution to the enhancement of local communities.

Plans for 2025 and the midterm

In 2025, RUSAL intends to:

- assess the Quality of Life and Sustainable Cities Index in RUSAL's territories of responsibility for the Company's contribution to social well-being and achievement of national goals for 2024, and draft proposals to harmonise the Company's midterm social investment priorities (for 2026–2028);
- provide for the integration of the information system across all stages of social investment and charity project management, including counselling support for the core employees of the Company's entities on the project management automation, ensure the budget planning process and tracking of social investment and charity projects in the information system;
- deliver social investment projects and programmes with account taken of the priority areas of RUSAL's Quality of Life and Sustainable Cities Index;
- as part of the Helping is Easy volunteer programme, keep up delivering networking environmental, social and charitable events and projects with the aim to increase the cohesion and involvement of employees and residents;
- implement educational intensive courses of the School of Urban Change for participants of grant programmes and self-motivated residents, deliver a year-round educational programme for corporate volunteers (in a hybrid format) to increase engagement in volunteering and enhance employees' soft skills; and
- implement new projects to uphold local communities, combat poverty, and improve the quality of life in Guinea.

8. Corporate governance and sustainable development

Corporate governance

2024 key figures
6 independent non-executive directors on the Board 12 Board meetings to look into sustainability issues 5 Board committees led by independent directors
2024 highlights
In 2024, self-assessment of the Board proceedings was carried out
UN Global Sustainable Development Goals

Contribution to Russia's National Projects


RUSAL's corporate governance system rests on the best Russian and international practices. It is primarily designed to provide for the stability and transparency of the Company's operations, maintain competitiveness, and build trust-based relationships with market players. The Company strictly abides by the legislation of the Russian Federation and of other countries of operation, the listing rules of the Moscow Exchange and the Hong Kong Stock Exchange, and the provisions of the Russian and Hong Kong Corporate Governance Codes.

Enhancing RUSAL's corporate governance system on an ongoing basis facilitates the creation of a long-term business value for all stakeholders.

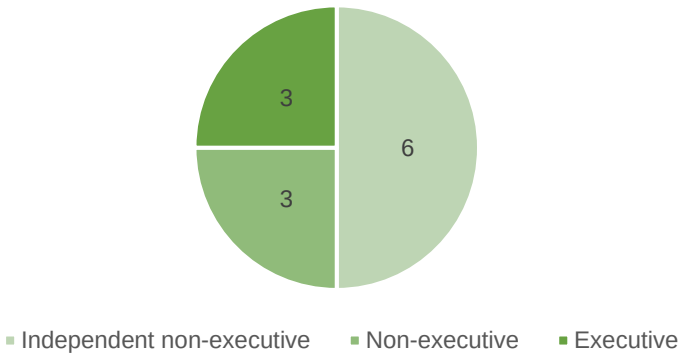
Corporate governance structure and composition

GRI 2-9, 2-10, HKEX para. 10

The Company's supreme governing body is the General Meeting of Shareholders. The procedure for convening and holding its meetings is governed by the Charter and the Regulations on the General Meeting of Shareholders of IPJSC UC RUSAL.

The Board, which reports to shareholders, is in charge of the Company's strategic management, by determining and revising the Company's focal areas. The Regulations on the Board of Directors establish the basics of operations and the procedures for this governing body. In terms of sustainability, the Board oversees the delivery of key projects and improvement of the corporate governance system. In the reporting period, the Board was made up of 12 members.

Board independence, % *GRI 2-9*

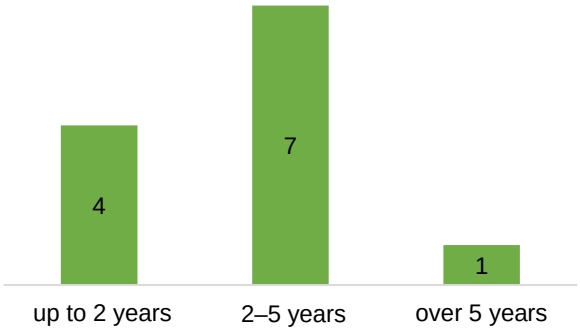


GRI 2-9, 2-10

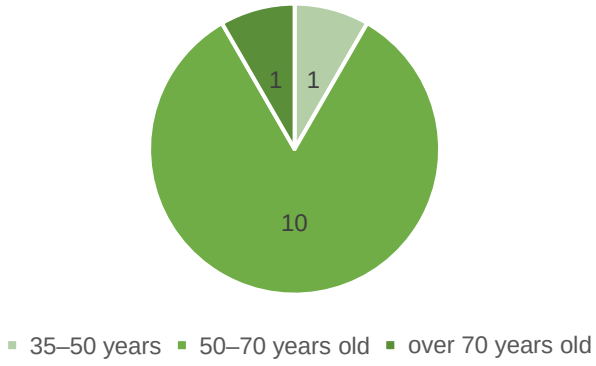
RUSAL's Board composition is well-balanced, combining different views and professional experience to contribute to the Company's sustainability. RUSAL is guided by the meritocracy principle, assessing job applicants by their skills, expertise, background and employment record, regardless of gender, age or ethnicity.

Board members are elected at the annual General Meeting of Shareholders, hold office until the next meeting, and may be re-elected several times. In 2024, the Board was composed of 8 male and 4 female members with varying competencies. Board members are elected at the annual General Meeting of Shareholders and hold office until the next meeting.

Tenure on the Board *GRI 2-9*



Average age of Board members *GRI 405-1*

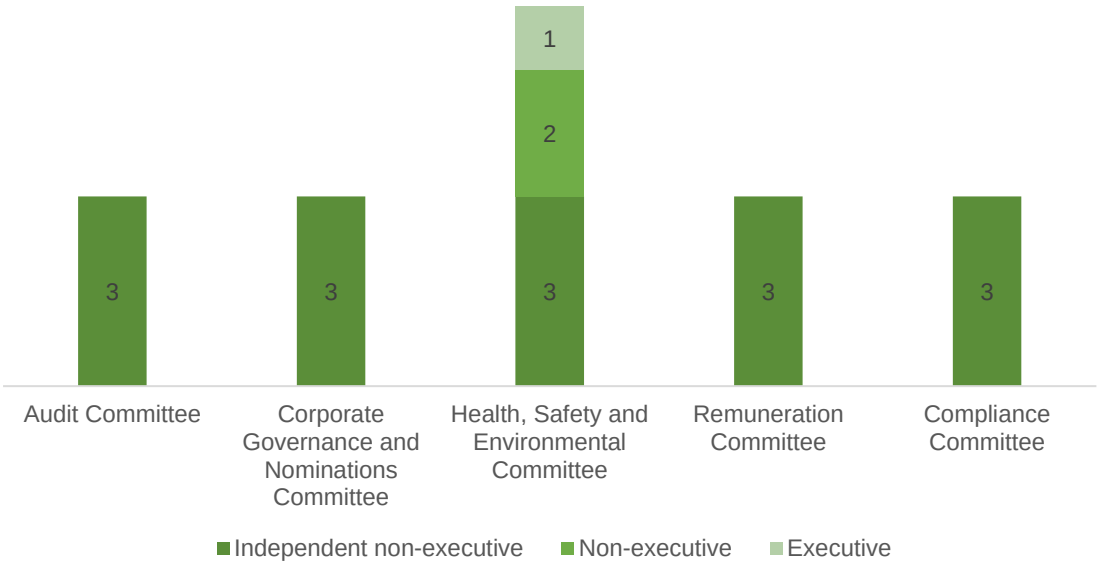


GRI 2-9

RUSAL's Board has five dedicated committees: the Audit Committee, the Corporate Governance and Nominations Committee, the Remuneration Committee, the Health, Safety and Environmental Committee, and the Compliance Committee. These committees examine issues (including sustainability) requiring specific expertise or a thorough review and draft the relevant recommendations for the Board.

- *For more details, please see the Corporate Governance Report section in RUSAL's Annual Report 2024*

Independence of the Board committees



GRI 2-11

RUSAL's Board is chaired by Bernard Zonneveld, an independent non-executive director. He is responsible for arranging efficient Board proceedings, including dynamic involvement of each director in its activities, and for supporting shareholder relations.

RUSAL's General Director is Evgenii Nikitin, who acts on behalf of the Company and represents it in tune with the Charter. In addition to day-to-day management of the Company's operations, he is charged with elaborating and implementing a sustainable business model and with executing the Board's strategic decisions, including in the area of sustainable development.

The functions of RUSAL's Board Chairman and General Director are separate and independent.

- ❖ *For more details, please see the Profiles of the Board members, the General Director and senior management and the Corporate Governance Report sections in RUSAL's Annual Report 2024*

Self-assessment of the Board performance

GRI 2-18

The Board performs an annual self-assessment of its operations by approved criteria and surveys.

Based on the results of self-assessment carried out in the reporting period, the Board members took note of the following:

- compliance with high standards of corporate governance;
- availability of the necessary skills and competencies to deal with the current issues;
- satisfaction with the content and course of its meetings; and
- robust work of the Board Chairman and Board committees.

In general, the Board's yearly performance was recognised as efficient and consistent with the Company's interests. The need for higher interest in strategy definition was highlighted as an area for further improvement in 2025.

Remuneration for members of the supreme governing bodies

GRI2-19, 2-20

The Remuneration Committee, composed exclusively of independent directors, is charged with elaborating approaches to determining and paying remunerations to the Board members and the General Director. In doing so, account is taken of the recommendations set forth by the Russian and Hong Kong Corporate Governance Codes, as well as the best national and international practices. The General Meeting of Shareholders decides on the amount of remuneration to be paid to the Board members.

RUSAL's remunerations are structured so as to create a robust incentive system to set up a strong management team able to attain the Company's strategic targets.

In 2024, the total amount of remuneration paid to the Board members, including for memberships on the Board committees, totalled USD 8.1 million (RUB 748.8 million[74]). The total remuneration was calculated pursuant to the HKEX Listing Rules.

❖ *For more details, please see the Report of the Board of Directors section in RUSAL's Annual Report 2024*

Investor relations

RUSAL strives to maintain the confidence of shareholders and investors and to keep them advised of its activities and achievements through regular communication. To this end, the Company regularly posts press releases, updates information on its websites and social media, and holds specialised events.

Additional communication tools include ongoing contacts with rating agencies, investment company analysts, audit firms, appraisal firms, governmental and municipal authorities, public organisations, mass media, and news agencies.

❖ *For more details, please see the Sustainability Strategy section*

RUSAL values fairness and transparency in corporate processes and, therefore, makes use of various tools to protect the rights of shareholders, investors, and other stakeholders. The Company has established prompt and high-quality feedback from the existing and new investors: RUSAL willingly responds to their questions within the limits of disclosure.

Transparency of information

RUSAL regularly publishes accurate and complete information regarding its operational performance and financial standing. In particular, the Company discloses its annual and interim financial reports, publishes reports on sustainable development, biodiversity conservation, water resources management, participation in federal projects, and holds themed roadshows. On top of that, the Company immediately reports material facts that may affect the value of its shares and other financial instruments or investment decisions.

Independent audits help stakeholders make sure that the Company's financial statements are aligned with established standards. Independent auditors review the accounting records and confirm the accuracy of information presented therein.

Enhanced corporate governance for sustainable development

GRI 2-12, 2-13, 2-14, 2-24HKEX para. 10, 13, ASI PS 2.1

Achieving sustainability goals forms an integral part of the Company's corporate strategy. To this end, RUSAL's sustainability management system is being enhanced along with the Company as a whole in line with the best international standards and practices as an important corporate governance pillar.

The fundamentals of corporate governance in the area of sustainable development are laid down by RUSAL's Sustainability Strategy 2035. The Board oversees strategic planning, including all sustainability aspects, and approves the Company's sustainability reports. The Board committees assist the Board in assessing and identifying ESG risks, providing for the proper functioning of management systems, and finding solutions to specialised issues.

In 2024, ESG aspects were considered at 12 Board meetings. In particular, the following sustainability issues were discussed:

- coordination and approval of the Sustainability Report 2023;
- Strategic Environmental Goals Report for 2023 and HY1 2024;
- Report on climate change activities of the Company in 2023 under the Carbon Disclosure Project;
- Programme for reduction of injury rates, etc.

❖ *For more details, please see the Sustainability strategy section*

[74] The average USD exchange rate (RUB 92.57 per US dollar) according to the Central Bank of the Russian Federation was used in the calculation.

With the assistance of the Company's managerial divisions, the General Director bears responsibility for implementing the Sustainability Strategy 2035, including the elaboration and implementation of related measures and action plans.

RUSAL's Sustainability Directorate is in charge of monitoring the delivery of ESG projects and coordinating the activities of divisions that are instrumental in ESG transformation. It provides for consolidating the sustainability management system within the Company by interacting with other Company divisions and rendering advisory and methodological support on ESG aspects. In addition, the Sustainability Directorate is a single centre for collecting and processing ESG data across all RUSAL's entities through the use of the automated information system.

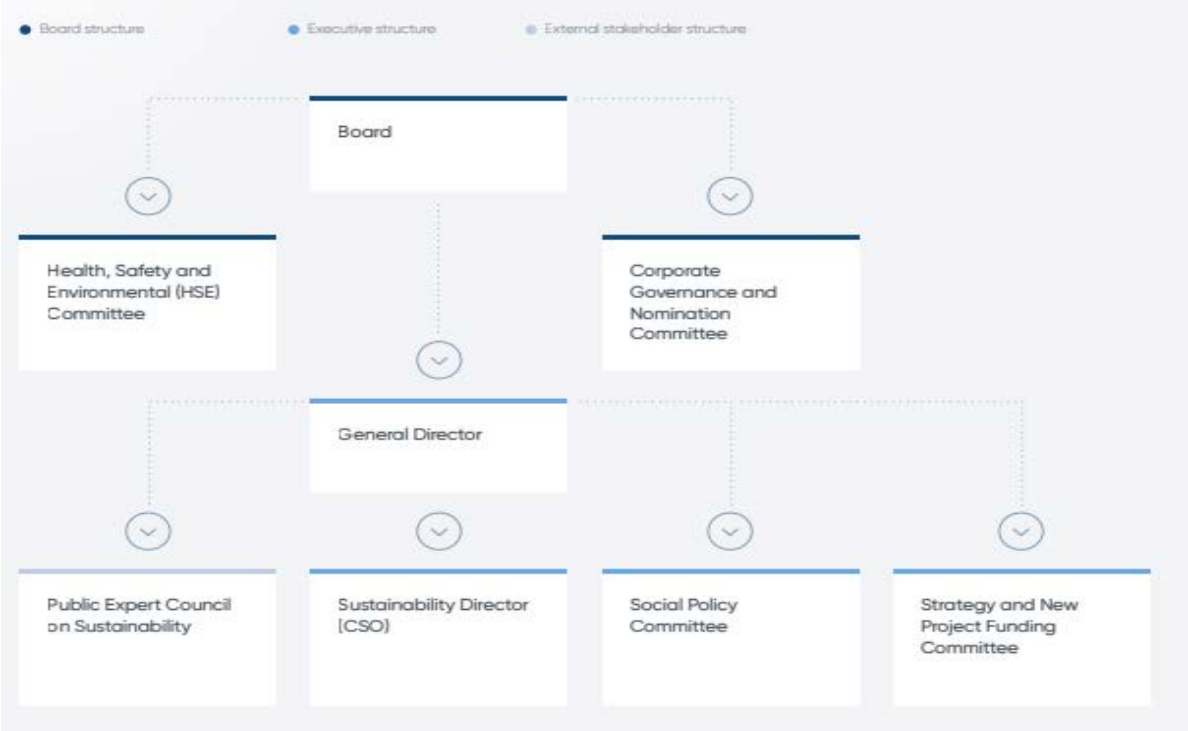
Since 2022, the Company has been operating a permanent consultative and advisory body, being the Public Expert Council on Sustainability. It is primarily tasked with the organisation of effective interaction with a wide range of external stakeholders at the federal, regional, and local levels.

- *For more details about the council's proceedings, see the Public Expert Council on Sustainability section in RUSAL's Sustainability Report 2023, p. 104*

The core internal regulations setting forth RUSAL's approaches to the achievement of corporate sustainability goals are posted in the Approach and policies section of the Company's website.

- *For more details, please see Appendix 4 'Key sustainability documents'*

Organisational structure of sustainability management



- *For more details, please see Appendix 2 'Additional data'*

Participation in ESG rankings

Recognition of Compliance and Leadership in the Top ESG Rankings is among RUSAL's 12 priority ESG transformation projects. As part of this project, the Company maintains and consistently improves its positions in the top ESG ratings and rankings, delivers sustainability initiatives, and harmonises disclosures.

RUSAL's strong performance in ESG rankings strengthens the Company's reputation and market position, boosts investment, and increases its value for stakeholders.

Sustainability goals and achievement progress in 2024

Goal	Progress for 2024

By 2025: • Ensuring that the Company's practices are consistently recognised as meeting the best sustainability standards and that the Company's thought leadership in the ESG agenda is consistently reflected in the leading (target) ESG rankings in top 10	• Leading Russian ESG rankings recognised the Company's activities in the field of sustainable development as effective
By 2035: • Ensuring that the Company's practices are consistently recognised as meeting the best sustainability standards and that the Company's thought leadership in the ESG agenda is consistently reflected in the leading (target) ESG rankings in top 3	

Positions held by the corporate and product brands in priority rankings

E	
	ALLOW 4.8 (2022)
EEC and ASI	Green Eurasia — international competition of effective practices aimed at sustainable development (the Supplier's Personal Account won in the Agriculture and Forestry in New Climate Conditions category)
Green Eurasia — international competition of effective practices aimed at sustainable development	Victory of the project for aerial protection of Krasnoyarsk Krai forests from fires in the Agriculture and Forestry in New Climate Conditions category
Association of Managers Champions of Good Deeds	Volunteer project competition (3rd degree awardee in the Ecology and Environmental Protection category for the Reserve Volunteering project)
S	
	Second group of RBC's rating of Russian employers (2024) and maintaining a place in the first category of the ESG rating of RBC and NCR (2024)
	Gold in the rating of employers
	Best Employer (2023)
	13 (2022)
	A+ (2022, 2023)
	Leaders of Responsible Business national award (1st degree awardee, running second in the category of social programmes; materials for the award for 2024 submitted, result in 2025) Participation in the collection of best business practices for family support

Innovation Time award	Winner, Atmosphere leisure and personal fulfillment centre for women, Social Innovation of the Year category
	G
ecovadis	68/100 (2022)
	A (2024)
	B (2024)
	Anti-corruption rating —the maximum level AAA+
	Category A in ESG rating, 21st place in ESG ranking of Russian companies (final for 2024), top 10 Russian companies in terms of stakeholder engagement performance (2024)
HPA	Group 1, 8th place in ESG ranking of Russian companies in the industrial sector (2024)
+1	Change Management. Visionaries award from Project +1: - winner in the Best Environmental Impact Disclosure category - winner in the Best Corporate Governance Disclosure category
Sustainalytics	41.1
ESG rating from the Chinese rating agency CCXGF	The agency assigned RUSAL an 'A-' rating, which corresponds to the highest category. The expert assessment was based on 17 key environmental, social responsibility and corporate governance indicators.
Hong Kong Institute of Directors	RUSAL's Board won in the Corporate Governance of Climate Strategy category
Expert RA	ESG-A (2024)
RAEX Analytics	Category A in RAEX Analytics' ESG rating
AK&M	AK&M non-financial reporting rating (highest category for the 2023 report)
Da-Strategy	Da-Strategy corporate transparency rating (Group A 'best practice' (highest A+).
Development of Regions. Best for Russia award	Winner, Best Company in Sustainable Development category
Zyfra Group	Mining Industry 4.0 competition of effective digital projects for mining companies (victory in one category and special prizes in two categories)
Mining Industry 4.0 — Competition of effective digital projects for mining companies	Victory of the Digital Sintering Furnace: Sintering Advisor project authored by Pikalevo Alumina Refinery LLC in the Digitalisation of the Processing Plant category Victory of the Digital Aluminium Learning and Crowdsourcing Platform project authored by JSC RAM in the Digital Projects and Human Capital Development category Victory of the Danger Zone Traffic Light Machine Vision System of the Project Manager of the ITD's Digital Solutions Department at the SKAD Foundry and Mechanical Plant in category "Woman in MMC Digitalisation".

Risk management and internal control

GRI 2-12, 2-16

RUSAL's sophisticated and integrated approach enables it to robustly manage financial, economic and operational risks, maintain stability and sustainability. The Risk Management and Internal Control System (RM&ICS) is instrumental in these processes. It assists in achieving strategic goals, improving operational performance and the quality of managerial decisions, including in the area of sustainable development. Sustainability risks are integrated into the overall corporate risk management system, which ensures their comprehensive analysis and administration.

Basics and approach to risk management

RM&ICS enhancements and improvements are guaranteed by the Risk Management and Internal Control Policy approved by the Board. This document outlines the general procedure for arranging an internal control system and managing the risks that RUSAL faces in its operations, the fundamental principles, methods and tools for identifying, assessing and administering risks.

The policy is applicable to all of the Company's business processes and introduces common definitions and methodology for managing risks and building an internal control system. Therefore, internal control and risk management processes form an integral part of the Company's project and operational activity.

RUSAL regularly:

- identifies and analyses the current and potential risks,
- elaborates and implements mitigation measures,
- monitors the efficiency of measures taken and the risk management system, and
- submits reporting on risk management outcomes.

The Company's risk management processes are governed by the Risk Management Regulations, updated in 2023 and in late 2024. In particular, a centralisation process was devised for those risks that are common to all facilities: personnel-related, environmental, etc. It is now possible to group such risks by directorates and divisions and then perform a financial assessment for RUSAL as a whole.

Over the reporting year, RUSAL identified risks that affect shipments to customers and the discharge of contractual obligations pursuant to the regulations. To mitigate these risks, the facilities started compiling business continuity plans.

To improve operational flexibility, speed of response to emerging risks and informed decision-making, the Company is automating its risk management processes. In the reporting year, all RUSAL facilities joined the automated risk management system (ARMS).

As part of ARMS, each risk is linked to the Company's annual goals and new projects. Starting from 2024, business owners notify ARMS users not only of significant risks but also of potentially significant risks, i.e. situations in which the risk owner does not yet see a high probability of its occurrence or significant potential damage.

Roles and responsibilities

Risk management at RUSAL spans all levels of the organisational structure, and all RUSAL employees are responsible for it:

- The **Directorate for Control, Internal Audit and Business Coordination** provides for and updates the common methodology, coordinates actions of those involved in the process, and exercises control over the sequence of implementation of approaches.
- The **director for risks** (chief risk officer) supervises the integration of risk management procedures.
- **Business process owners** consider risks and manage them in the course of their operations.
- The Company **employees** are involved in risk management as part of their job duties.

At each meeting, the Board analyses new risks triggered by changes in the market and economic conditions both in Russia and globally. Management provides its assessment of the current market conditions, trends and potential threats, which is further scrutinised and reviewed.

The Audit Committee of the Board evaluates the efficiency of RM&ICS performance and risk management approaches. The committee examines risks reporting and audit findings on a quarterly basis, which guarantees a high level of control and timely introduction of amendments to risk management strategies.

❖ *For more details, please see the Report of the Board of Directors section in RUSAL's Annual Report 2024.*

Independence and transparency

Independence and transparency are among RUSAL's priorities, for which reason the Directorate for Control, Internal Audit and Business Coordination operates independently of executives, which provides for impartiality in analysing risks, assessing performance of controls and the efficiency of proposals to harmonise the same.

Information about any risks identified is reported to senior executives on a regular basis.

Training

As part of streamlining its risk management processes, the Company seeks to hold annual training in this domain to keep employee knowledge up to date.

In 2024, 381 employees from different directorates and divisions of RUSAL completed online risk management training. The course encompassed general approaches to the Company's risk management system and innovations, including changes in documentation. In addition, the participants explored the ARMS basics and its new functionality.

On top of that, an onsite course on risks and ways of managing them was held for quality experts in the reporting year.

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RUSAL's sustainability risks and opportunities in 2024 *ISSB*

	Risk	Description	Risk impact on financial, economic and other metrics	Risk monitoring, control and management activities	Opportunities associated with risks	Detailed disclosure
Environmental	Climate risks	Climate change-related risks that cause serious damage to assets and infrastructure, resulting in their long-term unavailability	– Impact on the Company's EBIT in the short term - between USD 2 million and USD 10 million.	– Improving energy efficiency of production through upgrade – Renewable energy consumption – Release of low carbon footprint products – Analysis of the potential for implementing climate projects	- Expanding opportunities for efficient capital raising - Increasing investment attractiveness through information disclosure - Gaining access to additional financing through the use of external instruments	Climate change and energy
	Environmental risks	Risks linked to environmental damage and events, including air emissions (including greenhouse gases), water, and waste	– Over-limit impact fees – Fines for environmental law violations – Damage to the facilities and environment caused by significant environmental incidents	– Continuous monitoring of environmental laws and changes thereto in the countries of operation and implementation of a set of environmental protection measures (such as monitoring of sludge disposal areas) – Delivery of a set of measures to reduce harmful emissions – Certification of most facilities for compliance with the ISO 1400 standard	– Decrease in operating expenses and improvement of environmental performance of facilities – Improving environmental conditions in the cities of presence	Environmental protection
Social	HR risks	Labour law violations, fraud, and unlawful enrichment	– Fines for breaching labour laws and personal data protection laws (such as Federal Law No. 152-FZ[75], GDPR[76]) – Failure to implement the production programme	– Organising regular meetings for staff, management and trade unions to discuss the relevant issues – Notifying employees of the principles outlined in the Code of Corporate Ethics, Business Partner Code, and the Anti-Corruption Policy – Hotline operation	– Improved image of the Company as a reliable employer – Increased labour productivity – Process automation – Reduced staff turnover rate	Employees
	Occupational health and safety risks	Employee health and safety risks	– Fines for breaching OHS requirements – Employee compensations	– Ensuring the operation of the occupational health, industrial and fire safety management system (including related risk analysis)	– Reduced downtime – Reduced remediation costs	Occupational health and safety

[75] Federal Law No. 152-FZ dd. 27.07.2006 on Personal Data

[76] GDPR — European Union's General Data Protection Regulation

				– OHS training for employees – Implementing programmes and activities to maintain a safe working environment	– Improved labour safety and productivity	
	Local communities engagement risks	Risks associated with social and economic uncertainties in the regions where the Company operates	– Fines and other sanctions in the regions of presence	– Financial support for social, infrastructural, educational, and cultural initiatives – Hotline operation – Compliance with the provisions of internal regulations, such as the Code of Corporate Ethics and the Regulations on Prevention and Settlement of Conflicts of Interest	– Creation of an in-house social investment management system in the territories of responsibility	Developing local communities
Governance	Risks, affecting business continuity	Risks related to the business environment that affects the Company's financial performance, including political, legal, and other risks	– Disruptions in the Company's operations – Deterioration of financial performance – Penalties	– Ensuring the functioning and regular improvement of the internal control system to identify, analyse and manage business environment risks in a timely manner, promote ethical values, effective corporate governance and regulatory compliance	– Enhancement of an in-house risk monitoring and assessment system – Integration of such system with other internal systems of the Company to proactively manage risks and improve performance	Risk management and internal control
	Compliance and conflict of interest violation risks	Violations of laws and regulations, as well as the principles outlined in the compliance programmes may result in court or administrative penalties, economic or financial losses, and reputational damage	– Penalties	– Monitoring changes in the regulatory frameworks – Assessment of corruption risks and integration of control procedures into business processes – Compliance accreditation of all counterparties – Automated inclusion of compliance in the approval route in the electronic document management system for all transactions with compliance risks identified – Inclusion of an anti-corruption clause, including conflict of interest provisions, in transactions exposed to corruption risks – Mandatory completion of a conflict of interest questionnaire by RUSAL employees who initiate transactions – Submitting transactions with high corruption risks identified for	– Guaranteeing the Company's regulatory stability by promptly responding to changes in legal requirements – Improving the Company's attractiveness in procedures related to the assessment of its business reputation and/or the quality of its management system	Ethics, integrity and compliance

				consideration by the Compliance Committee – Arranging compliance and anti-corruption training for employees and management – Ensuring the functioning of the SignAL hotline		
	Supply chain risk	Interrupted supplies, trade restrictions or breaches of the Company's ESG requirements on the part of suppliers	– Failure to meet the production programme due to the lack of raw materials and supplies – Resulting decrease in product sales	– Alternative sourcing – Implementation of an import substitution strategy – Checking suppliers by quality and ESG criteria	– Expanding the competitive environment – Transition to the use of nationally produced materials, resulting in economic benefits for the Company and business development in the countries of operation – Improving the quality of supplied raw materials and supplies	Sustainable supply chain of raw materials, goods and services

Plans for 2025 and the midterm

RUSAL's plans for 2025 cover:

- auditing the internal regulations in effect and drafting proposals regarding their improvement
- completing the design of an interactive risk management course for the corporate Univer platform and launching related training;
- implementation of the Business Continuity Management System.

Ethics, integrity and compliance

2024 key results	Material topics
4,093 employees completed anti-corruption training 328 grievances received by the SignAL hotline 2,822 counterparties successfully passed RUSAL's compliance accreditation	Business ethics and human rights

2024 highlights

- The Conflict of Interest Policy was adopted
- The compliance section at the Company's portal for external users — rusal.ru — was revised
- The SignAL hotline online form at the Intranet portal was supplemented with the option to report IT incidents

Global Sustainable Development Goals

Approach to ethical business conduct

GRI 3-3, ASI PS 1.3

RUSAL runs its business in reliance upon high ethical standards. The Company's corporate culture is based on the belief that every employee and counterparty shall observe moral and ethical standards and be guided by the provisions of legislation and RUSAL's internal regulations governing ethical business conduct.

RUSAL's ethical principles rest on the Company's key values, respect for rules of law, rigorous compliance with the current legislation of the Russian Federation or of the countries of operations, as well as international regulations and standards. These principles apply to internal and external relationships, sustainable use of the Company's resources, and regulate employee behaviour in situations involving conflicts of interest. Adherence to the ethical principles is mandatory for all RUSAL entities, Board members, and every employee.

RUSAL's primary document governing ethical business conduct is the Code of Corporate Ethics. It outlines shared values and principles to be observed by the Company employees and managers. All of them are committed to abiding by the corporate values, following the principles, and complying with them in their day-to-day activities.

In 2024, the Company drew up and adopted the Conflict of Interest Policy. On top of that, RUSAL amended and updated the Regulations on the Compliance System Operation and the Regulations on the Compliance Directorate.

The Compliance Directorate, supported by the Directorate for Control, Internal Audit and Business Coordination and the Directorate for Protection of Resources, makes sure that internal regulations are complied with and updated in a timely manner.

Code of Corporate Ethics

- outlines shared values and principles of ethical business conduct for RUSAL, and all the Company employees and managers undertake to abide by and adhere to them in their day-to-day activities

Business Partner Code

- establishes the principles and requirements imposed by the Company on suppliers of goods, works and services, as well as on intermediaries, advisors and other counterparties

Compliance Policy

- determines the key goals and objectives of enhancing RUSAL's compliance function, as well as the compliance system principles and core processes

Anti-Corruption Policy

- sets forth the fundamental principles, procedures and specific measures to prevent, counteract and combat corruption and bribery, highlights the need and ways to mitigate and/or recover from corrupt practices at the Company, and outlines the scope of persons responsible for compliance with anti-corruption laws

Social Investment and Charity Policy

- regulates RUSAL's charitable and social activities through the use of clear rules and procedures

Policy on Gifts, Benefits and Hospitality

- establishes rules and procedures pertaining to gifts and business hospitality

Conflict of Interest Policy

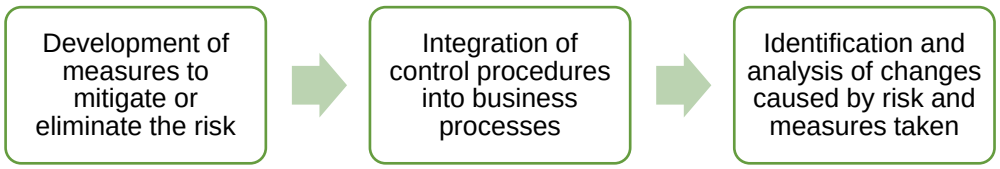
- establishes the core goals, objectives and shared principles, as well as elements of RUSAL's Conflict of Interest Management System
- determines the key participants of the Conflict of Interest Management System, their functions and authority

Anti-corruption

GRI 2-23, 205-3, ASI PS 1.1, ASI PS 1.2, SASB EM-MM-510a.1, HKEX Aspect B7, HKEX KPI B7.1, HKEX KPI B7.2

RUSAL demonstrates zero tolerance to any forms or signs of corruption and bribery. The Company is committed to avoiding corruption and fraud in every aspect of its operations. To achieve this goal, RUSAL willingly integrates and implements comprehensive measures to timely identify, prevent, and minimise corruption risks. In particular, RUSAL operates a risk management and assessment system. On a quarterly basis, the Compliance Directorate specialists analyse the Company's potential corruption risks. They examine the nature of such risks, their causes and sources, the likelihood of their occurrence, and possible consequences for the Company.

Corruption risk assessment system



❖ *For more details, please see the Risk management and internal control section*

The corruption risk management system encompasses all counterparties with which RUSAL interacts. In 2024, the Company did not record any instances of terminating or refusing to extend any contracts due to violations of anti-corruption laws.

RUSAL places strong emphasis on monitoring and investigating corruption-related incidents. Information regarding potential corruption offences, attempted pressure on employees or inducing them to engage in any wrongful acts is elevated to the Company's senior management. Such approach guarantees that all identified instances are strictly monitored and that the relevant measures are taken.

In the reporting year, as part of the work to update the corruption risk map, meetings were held with the unit heads regarding the processes that are exposed to high corruption risks, and such risks were assessed. Next year, the Company intends to compile an updated risk map based on the outcomes of assessment and identify measures to minimise the risks identified.

On top of that, the Company holds events and implements internal controls for corruption risks:

Compliance accreditation of counterparties	Risk control of transactions	Contractual provisions
All the current and potential counterparties are checked under the KYC (Know Your Client) questionnaire. In addition, information from public sources and Company databases is used. When risks are identified, the counterparty receives a restricted status, and all transactions with, or payments to and from, such counterparty are monitored by the Compliance Directorate for thorough analysis of the transaction and related risks.	• The criteria and parameters for controlling corruption risks have been introduced through an automated document management system (DMS) and, once such risks are identified, an additional comprehensive assessment of the transaction is carried out.	• Anti-corruption clauses are included in contracts where corruption risk is most likely to occur as a guarantee that contractors comply with corporate standards. In 2024, the anti-corruption clause template was updated to include new provisions on prevention of conflicts of interest.

RUSAL's KYC questionnaire includes general information on the counterparty (founders, beneficiaries, core activity, subject of the transaction, etc.) and the counterparty's assurances regarding sanctions, anti-corruption and conflict of interest.

❖ *For more details, please see RUSAL's Sustainability Report 2023, p. 112*

In the reporting year, RUSAL accredited 2,822 counterparties as part of the compliance accreditation; some of them (with state participation or with the participation of politically exposed persons in the shareholding structure) received a restricted status, and contracts with them are subject to extra review by a compliance officer.

RUSAL closely monitors data on all previously identified instances of corruption and fraud, as well as related criminal proceedings. In 2024, there were recorded 4 instances. The Company makes every effort to prevent such instances from recurring.

RUSAL case study

RUSAL received the highest grade in the Anti-Corruption Rating of the Russian Business 2024

In 2024, RUSAL hit the list of Russian companies with grade AAA+, which indicates the maximum level of anti-corruption. In 2023, the Company was recognised as a company with grade AAA, indicating a very high level of anti-corruption. Thus, RUSAL became one of the rating leaders in 2024.
The rating criteria are based on the requirements of the international standard ISO 37001:2016 (Anti-bribery management systems). An independent expert review of the documents provided by the Company for the rating purposes attested to compliance of the Company's anti-corruption management system with this standard.

Anti-corruption training and awareness-raising

GRI 205-2, HKEX KPI B7.3

RUSAL recognises the importance of notifying employees, executives and counterparties of the need to comply with anti-corruption laws and internal regulations. To this effect, the Company holds awareness-raising events of various formats for all such persons.

Events to notify the persons concerned of combating corruption

Employee and counterparty notification	Employee awareness-raising	Counselling and control
– anti-corruption training – introducing new hires to internal regulations upon employment – notifying counterparties of corporate ethics and anti-corruption requirements	– posting anti-corruption and other related information on the Compliance Portal; – holding competitions and events aimed at identifying and discontinuing unethical business practices; – publishing articles on anti-corruption, in particular, regarding the procedure for giving and accepting gifts, in corporate media; and	– advising and exercising control on the part of the Compliance Directorate staff and local compliance officers.

The Company holds training on combating corruption and bribery for employees of RUSAL's new companies, personnel of foreign offices, top managers, and local compliance officers. Particular attention is paid to the review of applicable regulations and requirements (legislation of the Russian Federation, international legislation, legislation of foreign countries, as well as local regulations), ISO 37301:2021 certification. Employees who have completed internal courses are aware of the regional and international anti-corruption legislation, know how to distinguish between types of corruption and fraudulent practices, recognise their indicators, apply measures to minimise corruption risks and anti-corruption methods.

In 2024, an online course on the Policy on Gifts, Benefits and Hospitality was introduced as part of the training programme on the Univer platform, and online anti-corruption training was updated. The Company kept on holding in-person trainings and carried out a number of communication events involving corporate media.

In the reporting year 4,093 RUSAL employees completed anti-corruption training on the Univer platform; courses and training sessions on anti-corruption laws, the Anti-Corruption Policy, and the Conflict of Interest Policy were held, attended by up to one thousand people.

RUSAL notifies counterparties of corporate anti-corruption and anti-bribery requirements when performing procurement procedures to improve performance in this area. In the reporting year, the Company finalised its portal for external users (rusal.ru) in terms of the compliance section, including anti-corruption issues.

Compliance system

GRI 2-15, 206-1, ASI PS 1.1

RUSAL's key compliance-related regulations are the Compliance Policy and the Regulations on the Compliance System Operation. RUSAL consistently and regularly monitors the compliance system operation: the accountable specialists prepare regular reports, including the verification of compliance with anti-corruption laws, and organise external audits. The Compliance Department submits a quarterly report to the Compliance Committee of the Board.

❖ *For more details, please see RUSAL's Sustainability Report 2021, p. 139*

RUSAL implemented a number of compliance measures in 2024:

- finalised an automated information and analytical programme to assess the impact of sanctions on RUSAL's operations; and
- integrated a system to automate compliance procedures for export and import control in order to assess and eliminate risks associated with the circulation of sanctioned goods.

On top of that, in 2024, the Company expanded the staff of the Compliance Directorate: two new employees are responsible for controlling compliance risks, including corruption risks.

All compliance risks identified are entered on the Automated Risk Management System (ARMS) on a quarterly basis, where they are assessed.

❖ *For more details, please see the Risk management and internal control section*

RUSAL strictly abides by anti-monopoly laws. In 2024, the Company did not identify any breaches of anti-monopoly laws, and no claims to this effect were brought against the Company.

Training and awareness-raising of employees and counterparties on compliance issues

The Company regularly organises compliance training for its personnel. In 2024, RUSAL arranged three events for local compliance officers and seven events for employees of the Compliance Directorate. Over in the reporting year, compliance training was also held for two divisions and eight directorates. In total, over 1,000 employees of the Company received training.

The main channel for promoting and advancing the compliance culture across the Company is the Compliance Portal. As and where necessary, employees and counterparties may seek advice from the Compliance Directorate through the one-stop service by emailing to compliance@rusal.com, or directly from the responsible persons.

Conflict of interest

RUSAL makes every effort to minimise the risks associated with conflicts of interest in its commercial and production operations. To this effect, the Company checks job applicants, makes regular declarations on conflicts of interest, and thoroughly analyses information on potential counterparties before entering into commercial deals.

Special attention is paid to engagement with governmental authorities, officials, and other representatives of public bodies. RUSAL adheres to the principles of openness and constructive dialogue, ruling out the possibility of conflicts of interest to occur in the course of such engagement.

The requirements to prevent conflicts of interest apply to all the Company employees, executives, and Board members. In addition, they affect close relatives of employees if their actions may trigger an exposure to risk.

Potential instances of conflict of interest were identified in 2024, but all of them were promptly identified and successfully addressed through the taking of robust control and management measures.

SignAL hotline

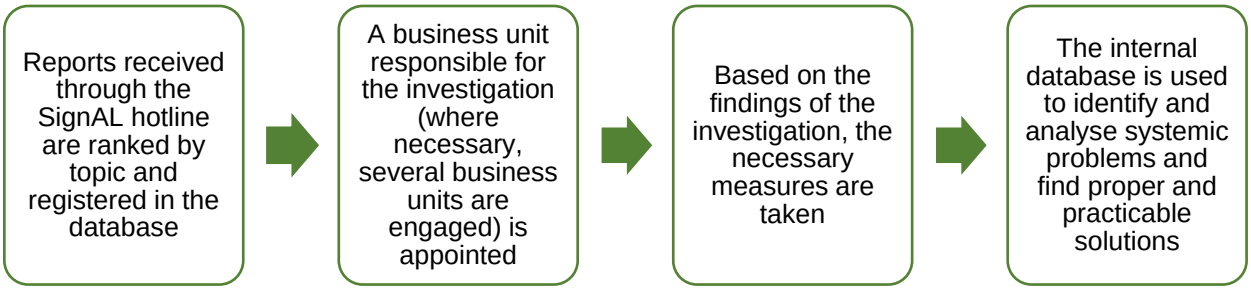
GRI 2-16, 2-26, ASI PS 3.4, HKEX KPI B7.2

RUSAL operates the confidential and anonymous SignAL hotline, which was up to liaise on conformance with the corporate standards in ethics, combating corruption, compliance. The hotline helps identify and prevent cases of fraudulent and dishonest behaviour by the Company employees and partners in less time.

The Company guarantees that every grievance will be handled, regardless of whether it was signed or submitted anonymously. In addition, none of whistleblowers will be retaliated for reporting.

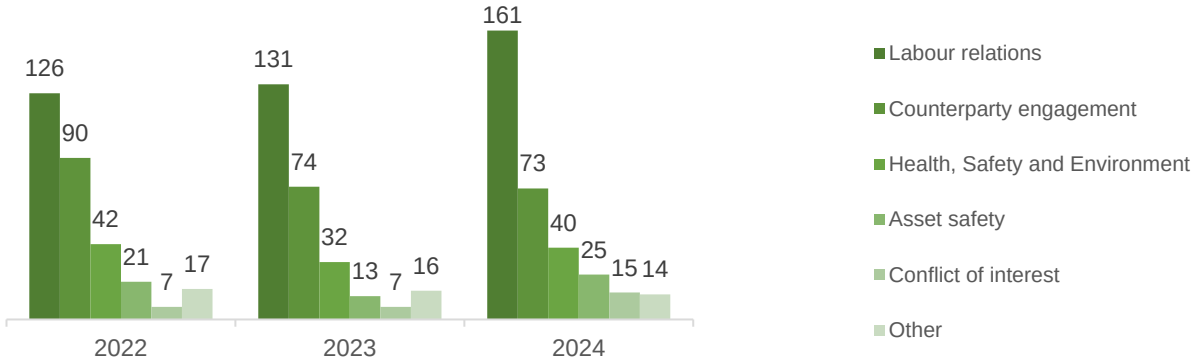
For the convenience of users, the Company added the option to report IT incidents to the SignAL hotline online form on the corporate portal in the reporting year.

Procedure for addressing reports received through the SignAL hotline



In 2024, the SignAL hotline received 328 requests. The majority of them fall into the labour relations category — 161, with the second by size category being counterparty engagement — 73 requests. In the third category (Health, Safety and Environment) 40 grievances were received.

Number of SignAL hotline requests by category, pieces [77]



Over the reporting year, RUSAL's employees intensified the use of the SignAL hotline to address social matters and other issues of essence. High performance of the hotline is reaffirmed by the summary economic effect following the outcomes of grievance checks.

A request to the SignAL hotline may be sent by:

- e-mail (signal@rusal.com);
- phone (+7 (800) 234-56-40 for toll-free calls in Russia or +7 (495) 221-33-72 calls from other countries); or
- texting in WhatsApp and Telegram (via +7 (915) 224-56-40).

The SignAL hotline is available 24/7 and rests on the confidentiality and anonymity principle.

❖ *More details about the SignAL hotline are available on the corporate website.*

Ethics commissioners

To comply with ethical standards and values, the Company has a system of corporate ethics commissioners in place. RUSAL's employees skilled in communicating and in effectively transferring their knowledge to a highly diverse audience are appointed as commissioners.

The key goals of ethics commissioners include:

- promoting the Company's ethical values among employees, raising awareness of the principles of ethical business conduct and the provisions of the Code of Corporate Ethics;

[77] For the years 2022 and 2023, data refers to the number of grievances handled. For the year 2024, data relates to the number of grievances registered.

- contributing to shaping RUSAL's corporate culture and the effective functioning of the corporate ethics system through monitoring, prevention of violations and related reporting; and
- advising and training RUSAL's employees on the application of the Code of Corporate Ethics and rules of behaviour in situations involving difficult ethical choices.

All the Company employees may submit their requests to ethics commissioners regarding conflicts related to violations of the provisions of the Code of Corporate Ethics, as well as for the purpose of gaining clarifications and preventing unethical business behaviour. The commissioner who receives such request may, in turn, deal with the issue on the spot or initiate the creation of an Ethics Committee to consider an individual request.

As part of the commissioners' work in 2023–2024, RUSAL updated its internal regulations, including the Statement on the Prevention of Labour Practices Qualifying as 'Modern Slavery', the Human Rights Policy, and the Equal Opportunities Policy. On top of that, an action plan to create a psychologically safe workplace environment was devised and implemented.

Plans for 2025 and the midterm

In 2025, the Company intends to:

- implement the adopted Conflict of Interest Policy across the enterprises;
- introduce the Regulations on the Conflict of Interest Commission, the Regulations on the Procedure for Identification and Disclosure of Conflict of Interest, the Regulations on Labour Dynasties, as well as new versions of the Compliance Policy and the Anti-Corruption Policy;
- keep on revising the compliance risk map and supplement it with an updated list of corruption risks with measures to mitigate them; and
- arrange activities to build trust and promote the SignAL hotline.

Sustainable supply chain of raw materials, goods and services

2024 key figures	Material topics
61.7% — share of purchases from local suppliers 55 counterparties completed ESG accreditation via the Supplier's Personal Account 100% new suppliers screened by environmental and social criteria	• Sustainable supply chain

2024 highlights

- The Regulations on Qualification of Raw Materials and Supplies Producers, the Procurement Regulations, and the Regulations on Supplier Rating Assessment were updated
- The first RUSAL Best Supplier competition was held
- ESG accreditation is now available via the Supplier's Personal Account
- The qualification procedure for suppliers of raw materials, supplies and services is extended to cover the Directorate for New Projects
- The procedure for submitting product quality and supply grievances via the customer's portal was launched

UN Global Sustainable Development Goals

Contribution to Russia's National Projects

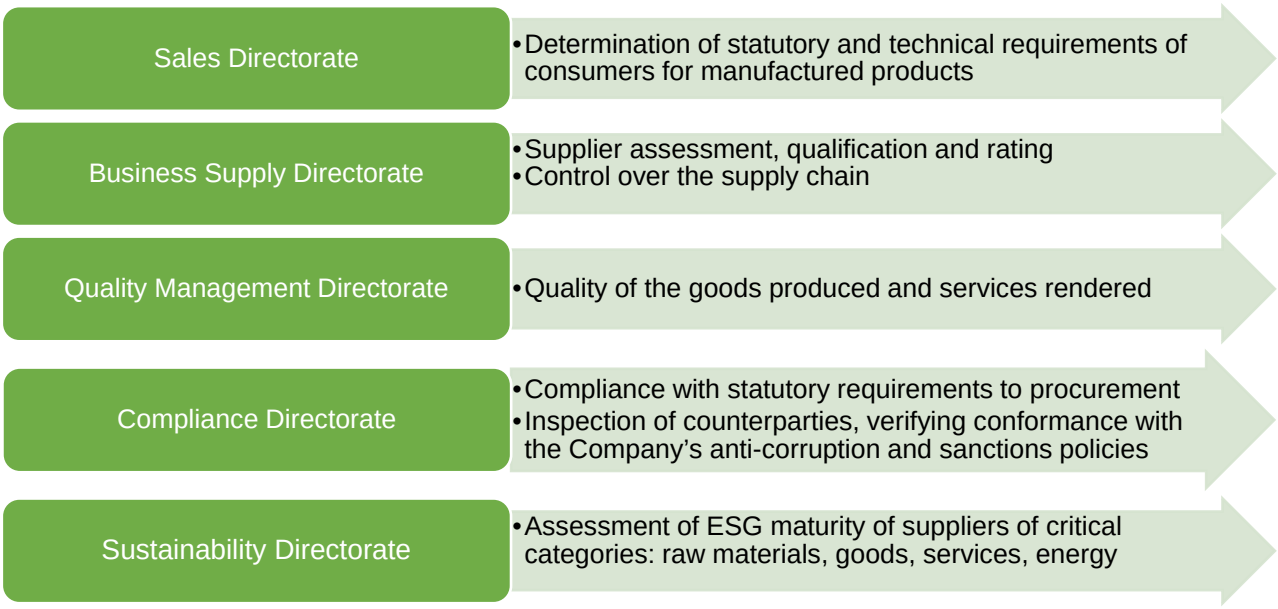
Approach to supply chain management

GRI 3-3

RUSAL shapes a sustainable and flexible supply chain in reliance upon the principles of openness, flexibility, responsibility and sustainability. The Company builds reliable, transparent and long-term relationships with its suppliers and contractors. All this facilitates RUSAL in responding robustly to market challenges, mitigating risks, and maintaining strong operational performance.

Several business units are involved in providing for the supply chain stability, each charged with certain aspects of counterparty engagement. The organisational structure enables the Company to analyse customer needs and partner capabilities in greater depth, develop sustainable solutions, and strengthen its market position amid rapidly changing requirements for environmental and social responsibility of business.

Allocation of responsibility in supply chain management



ASI 2.4 The core internal documents of the Company governing procurement and supplier engagement are the Business Partner Code and the Responsible Sourcing Policy. They ensure the transparency of supply chain management and impose the requirements on RUSAL's suppliers and contractors pursuant to laws and ASI standards. RUSAL also has the Regulations on Qualification of Raw Materials and Supplies Producers in place: starting from 2024, the document has been extended to cover the Directorate for New Projects, and in the midterm it is expected to cover the Downstream Division and the Directorate of Innovative Startups.

During the reporting year, the Company proposed to revise the Code to factor in changes in the regulatory environment and to make sure that its suppliers and contractors provide goods and services that are environmentally and socially safe, and introduced the relevant amendments. Once the amended version is approved, which is scheduled for 2025, the Code will become a mandatory element of all new procurement contracts.

In 2024, the Company completed revising the following documents:

- Regulations on Supplier Rating Assessment
- Procurement Regulations
- Regulations on Qualification of Raw Materials and Supplies Producers

RUSAL monitors the quality of own-produced raw materials and supplies that are purchased for the needs of other divisions at least with the same care as with respect to external supplies. To this end, the Company has the Regulations on Qualification of Interdivisional Supplies in operation since 2023.

❖ *For more details, please see Appendix 3 'Key sustainability documents'*

Supply chain risks are factored in RUSAL's corporate risk management system. If a risk is identified with any particular supplier, the Company takes corrective measures. In 2024, supply chain risks did not occur.

Compliance with international standards and external audits

RUSAL builds a sustainable supply chain pursuant to the standards of the Aluminium Stewardship Initiative (ASI). Enhancing the openness and transparency across the entire supply chain is among the key areas of implementing these standards. The Company is consistently expanding the scope of certification to cover new facilities.

❖ *For more details, please see the Partnership and membership in associations and international initiatives subsection*

Supplier engagement

GRI 2-6, GRI 204-1, MED 4.6, MED 4.7

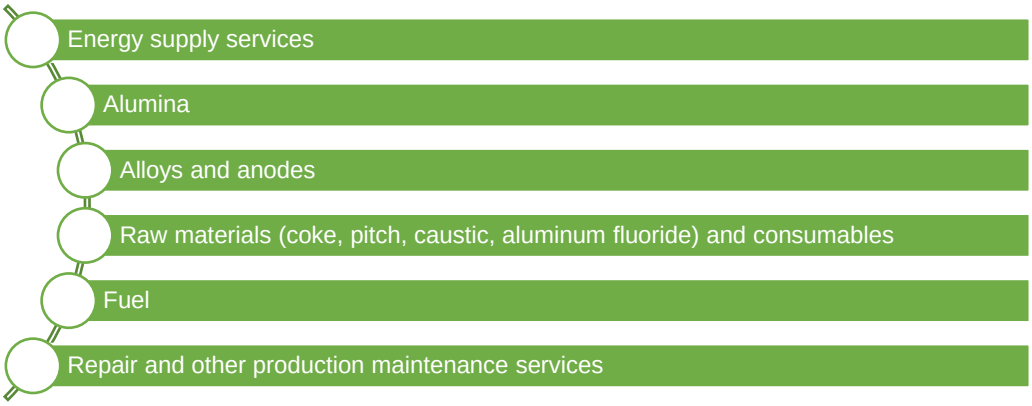
As a large manufacturer, RUSAL purchases a wide range of raw materials and supplies from counterparties from different countries, though in each case it seeks to opt for local suppliers[78]: in 2024, they accounted for 61.7% of the Company's purchases. A share of Russian goods, works and services accounted for 47.8% of the total amount of purchases, and 47% of such share was supplied by small and medium-sized enterprises.

HKEX KPI B5.1

In total, RUSAL's operations are supported by over 15,000 vendors of raw materials, supplies and services. The Company currently purchases products and services primarily in Russia and the PRC, as well as in Kazakhstan, the Caribbean, Europe and Africa. The overall 2024 purchases of the Company amounted to USD 3,380 million.

In 2024, the Company continued a geographical refocusing of its procurements driven by external factors.

Key products and services purchased by RUSAL



- *More details about RUSAL's purchases are available on the Company's corporate website*

Supplier management system

GRI 2-6, 3-3, HKEX Aspect B5

RUSAL is focused on a long-term and mutually beneficial cooperation with suppliers, reliant upon their meeting the Company's quality requirements and high ESG standards. When sourcing suppliers and contractors, the Company adheres to the principles of responsible and sustainable business conduct.

Principles of supplier and contractor sourcing

In supplier sourcing, RUSAL makes use of the following criteria (listed in order of priority):

- product quality
- price

[78] Local suppliers and contractors are the companies incorporated in the country of operations of RUSAL's purchasing facility.

- terms of delivery
- terms of payment
- amount of delivery
- ESG criteria (see more details below)

RUSAL verifies compliance by suppliers with the Company's requirements and expectations laid down by the Business Partner Code, other internal documents, and supplier contracts, both at the stage of sourcing and regularly in the course of further collaboration.

Ways of screening RUSAL's suppliers

Potential and new suppliers	Existing suppliers
• Qualification • Reviewing documentation, transactions, and publicly available materials of potential partners • Voluntary ESG accreditation	• Regular inspections and audits for compliance with contractual provisions, including those related to OHS • Supplier rating assessment • Use of penalties for non-compliance

In the reporting year, significant technological improvements were introduced to the supplier management system. In particular, a project to automate the qualification process in the Aluminium Division was rolled out; currently, the software is being tested and integration with other IT systems of the Company is being verified; the project is scheduled to be put into commercial operation by the end of 2025. Among others, the database makes it possible to build relationships for specific projects of the Company in view of the required types of raw materials and supplies, as well as their potential vendors.

Sustainability goals and achievement progress in 2024

Goals	Progress for 2024
by 2025: build a sustainable and ethical supply chain based on an in-house system of accreditation, assessment and audit of compliance with ESG criteria, covering at least 80% of suppliers	• The Supplier's Personal Account commenced operating on a voluntary basis • The first RUSAL Best Supplier competition in quality and ESG aspects was held
by 2035: cover 100% of suppliers	

Qualification of new suppliers

HKEX KPI B5.2

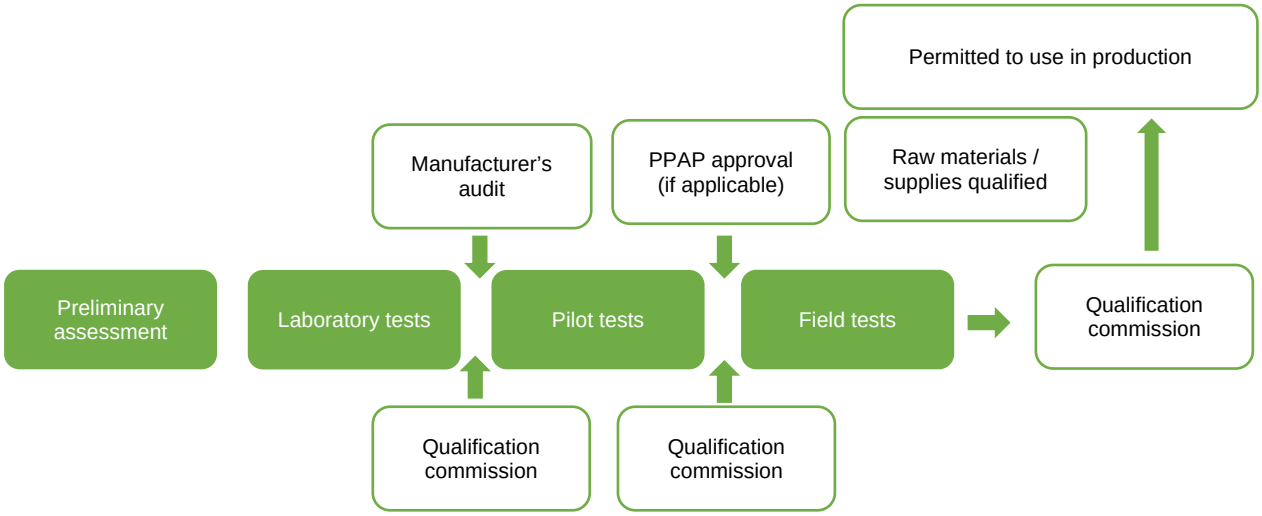
High product quality and sustainability compliance requirements apply to all suppliers, including non-profit organisations. RUSAL's supplier qualification process is based on international standards, including IATF 16949, using the APQP[79] (PPAP)[80] methodology. In 2024, following a test mode that confirmed its performance and operability, the process was extended to the Directorate for New Projects in order to strengthen quality control across all stages of embedding innovative solutions. In 2025, the qualification process is scheduled for testing in the Downstream Division and the Technical Directorate; after the test regime and confirmation of its performance and operability, the process will be launched on a permanent basis with further automation.

In the reporting year, the key qualification stages for suppliers of raw materials, supplies and services remained intact.

[79] Advanced product quality planning according to ISO/TS 16949. Such approach ensures the release of high-quality products at acceptable costs.

[80] Production plan approval process is a bundle of documents to assess the stability of processes and potential risks.

Qualification stages



In 2024, the Company decided to prioritise supplier qualification processes: qualifications with the first, second and third priority levels were introduced. RUSAL's crucial raw materials are qualified first to mitigate the risk of production stoppages and provide for timely delivery of products to customers.

Prioritising RUSAL's supplier qualification

Priority level	Supply type	Qualification frequency
First	the most important types of raw materials for RUSAL's operations	Monthly
Second	important raw materials for RUSAL's operations	Quarterly
Third		As and where required

Qualification participants meet monthly to review the scope of first priority level supplies and maximise the speed of these critical processes.

Audit and rating assessment of the existing suppliers

The Company encourages the enhancement of the quality management system (QMS) of its suppliers and applies the Zero Defects strategy to all purchases of the key raw materials and supplies that affect RUSAL's products: all deliveries of raw materials and supplies shall be consistent with contractual requirements and regulatory documents. In 2024, RUSAL conducted 72 audits that attested to the adequacy of the counterparty QMS.

As part of supplier audits, the Company conducts surveying, assesses the availability/non-availability of certificates of quality management, environmental management and OHS systems in accordance with international and national standards (ISO 9001, ISO 14001, ISO 45001 and/or IATF 16949, GOST R 58139), the availability of a Statement of Adherence to the Business Partner Code, and conformance with sustainable development principles. RUSAL expects its counterparties to impose the same requirements on their suppliers and contractors.

- *More details about the quality requirements imposed by RUSAL on its suppliers are available on the Company's website*

To source the most reliable suppliers, RUSAL performs a rating assessment of the existing counterparties using the criteria[81] from five practice areas. In the reporting year, the Regulations on Supplier Rating Assessment were revised to include not only quality but also logistics indicators. If, during the revision, the

[81] 14 to 16 criteria depending on the practice area.

supplier rating score falls below a certain threshold value, the Company will liaise with the supplier to elaborate a correction and development programme and monitor its delivery.

In 2024, 359 suppliers were rated, of which 58% were categorised as 'A' (reliable) and 42% were categorised as 'B' (conditionally reliable).

Since 2024, RUSAL has been automating its supplier rating assessment. In the reporting year, the Company finalised the automation ToR. In 2025, the Company expects to develop and test software and start rating suppliers automatically. In the future, the Company intends to design and implement a project to create a quality supplier engagement portal accessible via the Supplier's Personal Account.

ESG accreditation of suppliers

GRI 308-1, 308-2, 414-1, 414-2, HKEX KPI B5.3, KPI B5.4

RUSAL has adopted a risk-based approach to managing social and environmental risks in its counterparty engagement, which facilitates minimising potential negative consequences across the supply chain. RUSAL imposes strict requirements on the activities of its suppliers, especially in terms of environmental and social responsibility. The Company avoids cooperating with entities that fail to comply with environmental laws or pose a threat to employee life and health. At the same time, if a potential supplier does not meet the Company's standards but seeks to achieve them, RUSAL renders assistance in harmonising its management practices.

The Company conducts regular audits of potential, new and existing suppliers by assessing their HSE practices. It strongly focuses on the existence of certified management systems: environmental (ISO 14001), occupational health and safety (ISO 45001).

ESG criteria for new and existing suppliers

Aspect	Practice description
Social criteria	• In 2024, 10 (100%) new and 18 existing suppliers were screened using social criteria in accordance with the Regulations on Qualification of Raw Materials and Supplies Producers. • The Company did not identify any violations during the audits. • Over the reporting period, RUSAL did not identify any suppliers having a material actual or potential adverse social impact.
Environmental criteria	• In the reporting year, 10 (100%) new and 18 existing suppliers were screened using environmental criteria. • Over the reporting period, RUSAL did not identify any suppliers having a material actual or potential adverse environmental impact: the Company did not reveal any significant potential or actual environmental incidents on the part of the existing suppliers.[82]
Occupational health and safety	• RUSAL's OHS requirements are to be found in its service agreements. The Company conducts regular audits and checks of suppliers for compliance with these requirements and, should any significant risks or violations be identified, may introduce sanctions against its counterparties (such as fines)
Anti-corruption	• All RUSAL's suppliers and contractors are subject to compliance accreditation, and anti-corruption clauses are added to their contracts

RUSAL case study

55 suppliers completed ESG accreditation in the Supplier's Personal Account

In 2024, the Supplier's Personal Account started operating in a voluntary mode for counterparties. It addresses the following issues:

- streamlines supplier engagement
- automates evaluation processes

[82] The determination of significant environmental incidents factors in the region, state of the environmental, type of damage, level of impact, and the value of lost species to convert the damage into monetary terms. The damage threshold of USD 1,000,000 was determined based on the Company's many years of experience in environmental risk management.

- enhances the ease of analysis

In the Personal Account, suppliers can complete an ESG maturity assessment. Following the assessment, an ESG accreditation questionnaire is selected for the supplier: the higher the ESG maturity level, the more extensive the questionnaire is. The assessment results may also be accessed from the Personal Account. A training course on using the Personal Account for the Company's procurement services and external suppliers is freely available on the UNIVER portal.
In 2024, 55 of RUSAL's counterparties completed ESG accreditation via the Personal Account. In 2025, the Company plans to make this procedure using the Personal Account mandatory for all suppliers.

❖ *More details about ESG accreditation through the use of the Personal Account are available on RUSAL's corporate website*

RUSAL case study

RUSAL awarded the best suppliers for the first time

In 2024, the Company held its first RUSAL Best Supplier competition in the Quality and ESG category and awarded three winners. The Company seeks to make sure that all of its suppliers improve their environmental, social and governance performance metrics, and this competition constitutes another opportunity to comprehensively assess contractors by quality and ESG criteria.

The Regulations on Supplier Selection for Awarding were drafted in 2023 as part of migrating to mandatory ESG accreditation, which is expected to be completed in 2025. The document outlines the criteria and approach to determining the best supplier in terms of quality and ESG aspects.

Respect for human rights throughout the value chain

SASB EM-MM-210a.1, ASI PS 9.8, GRI Mining sector 14.25.1

RUSAL is committed to the observance of human rights at all levels of the value chain. In accordance with the Declaration of Minerals Conflict-Free, none of the conflict minerals from the Democratic Republic of the Congo and neighbouring countries (Angola, Burundi, Zambia, Republic of Congo, Rwanda, Tanzania, Uganda, Central African Republic, and South Sudan) is used in its products and operating processes. It enables RUSAL's customers to meet statutory requirements, including the U.S. Dodd — Frank Wall Street Reform and Consumer Protection Act. The Company does not in any way contribute to armed conflicts or violations of human rights in conflict and high-risk areas, as specifically emphasised in its internal documents.

GRI 407-1, 408-1, 409-1

RUSAL requires its business partners, including suppliers and contractors, to permanently observe human rights and abide by the labour, economic, and social legislation. Follow-up control is exercised on an ongoing basis.

The Company strictly prohibits the use of child and forced labour throughout the supply chain. On its part, the Company integrates and improves tracking mechanisms, and conducts regular supplier and contractor audits. RUSAL avoids cooperation with companies whose actions may threaten the freedom of association and the right to collective bargaining.

Suppliers that join RUSAL's Business Partner Code attest to their commitment to the Company's high sustainability and ethical business conduct standards. After updating and approving the Code as a mandatory part of supply contracts, the Company expects to bring a share of joining suppliers to 100%.

Since the introduction of the Business Partner Code in 2015, the Company has not recorded any human rights violations in the value chain.

HKEX KPI B6.3, KPI B6.5

To guarantee intellectual rights, RUSAL establishes responsibility for the protection of confidential and patented information of the Company, its partners, customers, and suppliers in the Code of Corporate Ethics.

SignAL hotline

RUSAL maintains the SignAL hotline to prevent and detect wrongful acts on the part of the Company's counterparties and employees.

❖ *For more details regarding the hotline, please see the SignAL hotline section*

The SignAL hotline is used to receive grievances regarding:

- human rights abuses
- fraud in purchasing goods, works, and services
- fraud in selling products to buyers
- bribery and corruption
- wrongdoings committed by the Company's counterparties and other violations

Product quality and customer engagement

GRI 3-3

As one of major aluminium producers globally, RUSAL offers its customers a wide range of products: primary aluminium, aluminium-based alloys, alumina, silicon, foil, packaging materials, etc. Being sensitive to the demands of consumers seeking to reduce their carbon footprint, the Company introduced ALLOW aluminium with the world's lowest carbon footprint owing to the use of hydroelectric power and RUSAL's innovative technologies in production.

❖ *For more details about RUSAL's efforts to reduce its carbon footprint, please see the Climate change and energy section*

RUSAL supplies its products to companies operating in the metals, energy, construction, automotive, mechanical engineering, aircraft manufacturing, mining, chemical, FMCG, food and other industries.

One of RUSAL's key objectives in streamlining its operating processes and implementing its Sustainability Strategy is to release products that fully cater to the requirements and expectations of its customers in terms of quality, attributes and characteristics. To do so, the Company optimises and standardises all operating processes and conducts annual audits at its facilities.

In 2024, RUSAL's facilities were certified for compliance with three standards: ISO 9001, IATF 16949, and national standard GOST R 58139.

Certification of facilities in 2024

Standard name	Certified facilities
ISO 9001	• 26 facilities of various divisions are certified
IATF 16949	• KUBAL • Aluminium Rheinfelden
GOST P 58139	• Boguchany Aluminium Smelter • Bratsk Aluminium Smelter • Irkutsk Aluminium Smelter • Krasnoyarsk Aluminium Smelter • SKAD Foundry and Mechanical Plant • Novokuznetsk Aluminium Smelter • Sayanogorsk Aluminium Smelter

In 2024, the Aluminium Division's facilities passed customer audits. Following those audits, RUSAL's facilities reaffirmed a high level of compliance with quality and sustainability standards.

GRI 416-1, 416-2, HKEX KPI B6.1

RUSAL has always made it a priority to ensure the safety of products and services for human health and to minimise negative impacts on working conditions during production. Over the reporting year, the Company did not identify any violations of statutory requirements and/or voluntary corporate standards. In addition, there were no product recalls for health and safety reasons in 2024. RUSAL's products have no negative impact on human health.

Product labelling and quality

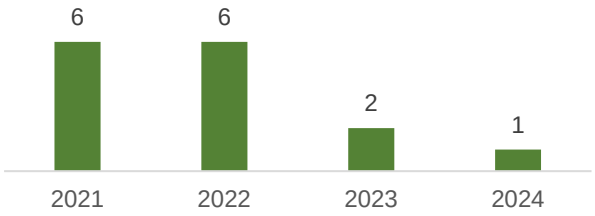
GRI 417-1, HKEX Aspect B6

Labelling of RUSAL's finished products is provided for by the relevant specifications, state standards and/or technical conditions. Labelling is necessary for further product identification and normally includes information regarding the trademark, name of the manufacturing plant, aluminium or alloy grade, and the melt number.

GRI 417-2

RUSAL makes every effort to comply with product labelling requirements, owing to which the number of non-compliances is gradually decreasing. During the reporting year, only one case of insignificant non-compliance was revealed, which did not affect the product safety or recyclability.

Number of non-compliances, pieces



Customer satisfaction assessment

HKEX KPI B6.4

RUSAL has adopted an integrated approach to improving its products and operating processes and seeks to be sensitive to customer opinions based on customer satisfaction surveys and ratings of the Company as a supplier.

In 2023, the customer survey produced the results similar to the ones of the previous satisfaction survey held in 2021. In the reporting year, the Company carried out a detailed analysis of the results and devised an action plan to improve satisfaction.

Grievance redress mechanism

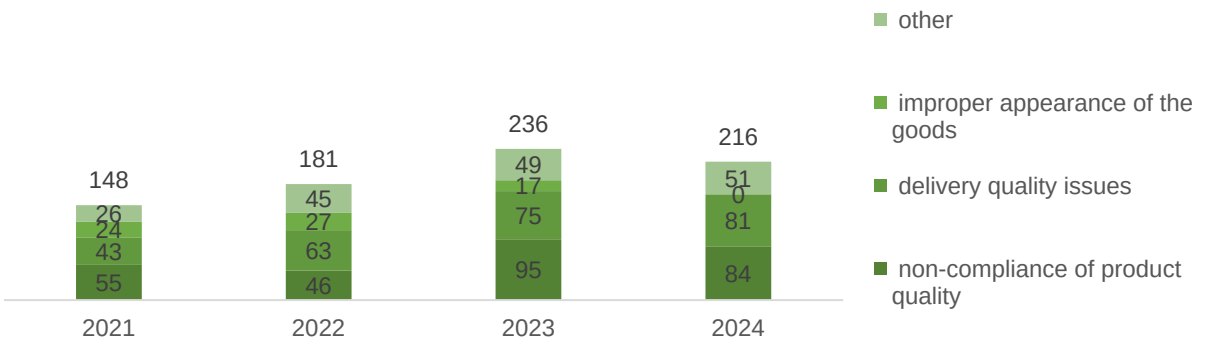
HKEX Aspect B6

Consumers may contact the SignAL hotline to leave feedback regarding RUSAL's products. The Company's handling of customer grievances rests on the Consumer Claims and Complaints Management Standard.

HKEX KPI B6.2

Owing to the measures taken by the Company, the number of customer grievances regarding the product quality decreased in the reporting period. In 2024, the Company received 216 grievances, 84 of which were related to non-compliance of product quality with requirements, and 81 were associated with delivery quality issues. No cases of non-compliance concerning the health and safety impacts of products and services were identified.

Number of customer grievances regarding the products, pieces[83]



[83] In 2024, the 'improper appearance of the goods' type of grievances was removed from the classifier.

In 2024, it became possible for RUSAL's Russian and CIS customers to submit grievances and complaints regarding product or delivery quality via the personal account on the customer's portal. In respect of each grievance, RUSAL looks into the circumstances and takes various measures, as and where necessary.

Actions in cases of product non-compliance

Types of actions	Examples
immediate response	• blocking and/or sorting of products • on-site improvement to enable recycling
containment	• transition to 100% control of any characteristic of goods • introduction of an additional inspection point
corrective	• eliminating the root cause of defect
systemic *or* preventive	• updating specifications, regulations, process documentation

If a non-compliance is repeated, RUSAL may engage corporate level specialists (for quality, technology and other areas, as and where necessary) to deal with the issue. Such specialists address the issue in an integrated manner, applying various tools and approaches as part of the concept of production management and improving the quality of operating processes.

In 2024, the grievance redress mechanism was supplemented with a commercial component: the Company now has the ability to digitise the cost of individual types of grievances and types of issues.

MED 3.13, GRI 417-3

In the reporting year, RUSAL was not held liable under the laws of the Russian Federation for violation of consumer rights. In addition, the Company did not record any incidents of non-compliance with statutory requirements and voluntary codes concerning marketing communications in 2024.

HKEX KPI B6.4

RUSAL places strong emphasis on customer engagement by regularly receiving and analysing feedback. Various channels are used for robust communication with customers: information portals, workshops, conferences, exhibitions, and webinars. In the reporting year, the Company took part in the 30th international industrial exhibition Metal-Expo 2024 and RosUpack 2024, the largest packaging exhibition in Russia and the CIS.

Plans for 2025 and the midterm

In 2025, the Company expects to attain its strategic goal of building and enhancing a sustainable procurement system by 80%, for which it sets the following objectives:

- Approve an updated version of the Business Partner Code, which will stipulate RUSAL's stricter sustainability requirements for suppliers
- Continue to extend the qualification of raw materials and supplies to the divisions and directorates
- Finalise the transition to mandatory ESG accreditation using the Supplier's Personal Account
- Complete the automation of supplier qualification and rating assessment processes based on the existing database and migrate them to RUSAL's proprietary software from 2026
- Extend the submission of customer grievances via the personal account on the customer's portal to other export markets

Tax management

Approach to taxation

GRI 3-3

RUSAL adheres to the principles of openness, transparency and responsibility in taxation. The Company's tax policy relies upon the effective legislation of the Russian Federation and of the countries where it operates, official interpretations of regulatory and supervisory authorities, explanations and rulings of arbitrazh (state commercial) courts and arbitral tribunals, business practice, and business operations.

The Company avoids using aggressive tax planning tools, as this would run contrary to its principles and values. In transfer pricing, RUSAL follows the key provisions of the Organisation for Economic Co-operation and Development (OECD) Transfer Pricing Guidelines for Multinational Corporations and Tax Administrations. Market mechanisms are used to determine prices in intra-group deals as if the contracts were concluded by unrelated parties.

GRI 207-2

RUSAL's Finance Directorate is strongly focused on identifying tax risks and implements a variety of activities to manage them. The said directorate devises the core principles and approaches to setting up the financial management system to make sure tax laws are strictly complied with and accurate financial statements are prepared in a timely manner. Tax risks are assessed on a quarterly basis, and if significant risks are identified, the Company promptly takes measures to mitigate or eliminate them. No such tax risks were identified in 2024.

RUSAL's tax payments for 2024 are reflected in the Company's IFRS Consolidated Financial Statements.

GRI 207-1

RUSAL establishes its dealings with tax authorities on the principles of constructive dialogue. This applies both to tax control procedures and to the entering into pricing agreements or obtaining clarifications regarding the application of effective laws. In case of any doubts, the Company initiates open discussions with the competent authorities in advance to make sure issues are dealt with pursuant to applicable regulations.

In each country where RUSAL operates, the Company strictly abides by all applicable provisions of national and international tax laws. To this end, it arranges an integrated tax accounting process, making all transactions transparent. The Finance Directorate places a strong emphasis on the correct calculation of tax liabilities, and tax returns are submitted strictly within the established deadlines to minimise the risk of claims from tax authorities and avoid potential sanctions.

The Tax Strategy, approved in 2023 by the Company's General Director, provides for the harmonisation and improvement of RUSAL's tax function, sets forth the key principles of communicating with tax authorities, rules for managing tax risks and approaches to the organisation of tax control. The use of a unified tax strategy encourages an increased transparency and predictability of tax processes, which, in turn, enables the Company to manage its financial and business activities more efficiently and reduce the likelihood of tax disputes to occur.

The strategy is a flexible tool, which is finetuned depending on the transformation of laws and regulatory requirements. RUSAL intends to revise the strategy as changes in law take effect to keep it adapted to the new business reality.

In 2024, two RUSAL's enterprises – KrAZ and SAZ – started using the new form of tax control: tax monitoring. With tax monitoring, traditional tax audits are replaced with online communications with tax authorities that are granted remote access to the taxpayer's information systems, accounting and tax reporting. Owing to this, companies are in a position to coordinate the tax treatment of proposed and completed transactions with tax authorities.

The Company keeps a good reputation of a reliable and *bona fide* taxpayer. This status is reaffirmed by regular internal and external monitoring, which ensures the transparency of all processes. In addition, the Company's financial statements are subject to mandatory assurance by an independent auditor, which is another evidence of RUSAL's responsibility and diligent compliance with tax laws.

The SignAL hotline receives, among other, submissions regarding RUSAL's tax issues, including reports of potential unethical behaviour on the part of the Company or its employees. In 2024, no such submissions to the hotline were recorded.

❖ *For more details, please see the Ethics, integrity and compliance section*

RUSAL's tax-related principles

GRI 207-3

In its dealings with tax authorities, RUSAL constantly observes the principles set forth in the tax strategy:

- legality;
- tax disclosures;
- planning and control over tax liabilities;
- use of tax benefits;
- tax risks management;
- counterparty integrity;
- consistency of tax methodology;
- shaping a tax environment; and
- efficient tax dispute resolution.

Tax policy as a sustainability tool

GRI 207-1, 3-3

RUSAL acknowledges that reaching strategic goals, including in terms of sustainability, is only possible if it strictly abides by tax laws and remits tax payments on a timely basis. The Company treats its tax liabilities not only as a statutory obligation but also as an integral part of its corporate responsibility and contribution to the social and economic development of the countries and regions where it operates.

RUSAL's timely tax payments to federal, regional and local budgets are a significant source of financial resources for the territories where the Company's production facilities are based. These funds support the development of social and economic infrastructure, facilitate the financing of healthcare and education programmes, and improve the quality of life.

Information security

Management approach

The automation of production and management processes increases both the number of information (automated) systems and the amount of data processed by these systems. RUSAL recognises that as the amount of data grows and technologies get more advanced, so do the risks associated with cyber threats. Emergence of new information technologies, improvements in information protection laws, and the need to migrate to domestic components and programmes create a landscape, in which RUSAL is enhancing its information security (IS) system in line with applicable statutory requirements in the countries where it operates and international standards.

The Company has taken a proactive approach to protect its data, provide for security and continuity of digital and other business processes, mitigate potential risks, and maintain the reputation and trust of its stakeholders.

The functions of methodological support, coordination of activities and control over compliance with IS requirements at RUSAL are vested in the Information Security Department within the Directorate for Protection of Resources. At the operational level, IS tasks are accomplished by dedicated information security teams at RUSAL's individual entities; in particular, in 2024 such teams operating at the Company's largest enterprises were staffed with extra IS professionals. Over the reporting year, the Company performed scheduled activities to provide for compliance by employees and managers of IS units with the qualification requirements established by Russian laws. The work to boost competencies and render methodological assistance to IS units performed by the Information Security Department yielded results in the form of a better performance of action plan delivery.

The Company's internal regulations, including the Information Security Management System Policy and the Regulations on Confidential Information, lay the groundwork for RUSAL's risk-oriented IS system in accordance with ISO/IEC 27001.

In the reporting year, RUSAL drew up or updated internal regulations[84] on cyber security. Among others, regulations as amended took effect to cover the following topics:

- management of access to the corporate information system resources;
- use of password protection;
- privileged remote access;
- events to train employees and exercise control over their knowledge in information security;
- use of hardware and services of the corporate information system;
- onboarding of new IS hires;
- classification of critical information infrastructure (CII) facilities; and
- updates to the list of confidential Information.

In addition, in order to comply with Russian statutory requirements to personal data protection, a special bundle of RUSAL's internal regulations was approved in the reporting period, encompassing, among others, the issues of personal data processing in information systems.

Specialists of the Information Security Department regularly identify and assess information security risks in accordance with the adopted documents and procedures of the information security management system. To do so, they constantly monitor new trends within the area of their responsibility, which allows them to robustly identify risks and opportunities, and promptly respond to emerging threats and increased activity on the part of intruders.

In the reporting year, the Information Security Department maintained the definition of the crucial information security risks:

[84] Including the Regulations on Managing Access to Corporate Information System Resources, the Guidelines for Compliance with Russian Laws on Protection of Personal Data Processed in Personal Data Information Systems, the Regulations on Password Protection Organisation, etc.

- malfunctioning of automated process control systems as a result of cyber attacks;
- non-compliance with the personal data protection legislation of the Russian Federation and of regions where the Company operates; and
- breach of confidentiality of the information constituting the Company's trade secret.

On top of that, new risks related to a rapid enhancement of machine learning and artificial intelligence technologies were identified in 2024.

Current issues of IS provision according to RUSAL

New IS threats driven by AI enhancement	Identification of critical vulnerabilities in popular applications
Increased number of phishing attacks on the Company employees aimed at extracting confidential information	Insufficient number of information security experts
Intruder activity in attacks targeting supply chains	

Prevention of incidents and response to threats

Cyber security incidents need to be prevented in order to minimise the risks of data loss, failures in the operation of systems and financial losses, as well as to ensure the continuity of business processes and protect the Company's reputation. Such prevention assists in timely identifying and eliminating vulnerabilities, thus hindering potential attacks.

IS system audits

Type of audits	Essence of audits	Frequency of audits	Responsible person	2024 performance
Scheduled internal audits of the IS system at each enterprise	Identification of weaknesses in security systems and verification of their compliance with internal standards and external requirements	At least once every three years	Information Security Department	Scheduled audits of performance of IS systems at the Company's enterprises were conducted. Such audits revealed a decrease in the total number of deficiencies in audits and an increase in the overall assessment of the security systems' condition
Internal IS audits	Detailed control over the activities of the Company employees in terms of complying with information security requirements, verification of compliance of IS systems with internal standards and external requirements	Annually	Information security teams of enterprises	A sustained downward trend in the number of IS incidents and compromises has been revealed, which evidences an increased IS awareness of employees and the IS system efficiency
External IS audits	IS independent assessment, identification of areas for improvement, elaboration and implementation of corrective actions to eliminate the existing	Annually	• Competent governmental authorities • Specialised organisations • Information Security Department	Measures to improve the security level of information assets have been scheduled and are being implemented. The Russian regulator monitored security of the Company's information

	vulnerabilities and increase the level of protection			infrastructure, which resulted in a high assessment of asset security

On top of the above measures, the Company dynamically analyses the security level of its network perimeter, which covers regular vulnerability checks. Specialists conduct a thorough risk assessment and classification, whereupon they eliminate threats depending on their criticality and impact on security.

RUSAL case study

Security Operation Centre

A special Security Operation Centre (SOC) was set up on the basis of the Information Security Incident Monitoring and Response Unit. This centre processes several tens of thousands of IS events per second. In 2024, SOC switched from a hybrid operation model to a fully independent round-the-clock operation model and significantly expanded the IT infrastructure coverage area.

SOC collects information from various safety devices, information systems, as well as servers, PCs and other equipment. As part of continuous monitoring, SOC specialists record incidents and extensively work to resolve them. SOC regularly takes extra measures to prevent incidents.

In addition, over the reporting year, SOC enhanced its operations in the following areas:

- the monitored infrastructure coverage more than doubled; and
- the tasks of analysing and correlating IS events were largely automated.

RUSAL case study

Information security at home and at work

RUSAL's IS specialists are constantly searching for signs of compromised hardware, both corporate and employee-owned. From time to time, they identify infected home computers from which users remotely connect to the corporate network.

By detecting such events and responding to them in a timely manner, the Company prevents incidents at earlier stages.

In order to improve the system of protection against cyber threats, RUSAL's experts shape and test new approaches to detecting and countering cyber attacks, as well as enhance the existing tools. In the reporting year, the Company focused its efforts on fostering systems to protect web applications, monitor IS events, and ensure endpoint protection[85]. The Company successfully piloted several promising safeguards that, in combination with other measures, will make RUSAL's digital products and services more resistant to cyber attacks.

Ways to prevent information security incidents

Human factor minimisation: • employee training on IS issues • disciplinary measures for material IS compromises
Process regulation: • updating internal regulations on information security • creating and reviewing IS incident response plans • documenting all IS processes
Taking technical measures: • patch management[86] • improvement of information safeguards

[85] Endpoints are physical devices that connect to a computer network and exchange data with it. They are usually the most vulnerable points of any IT infrastructure and account for the overwhelming majority of cyber attacks.

[86] Patch management is the process of managing timely (preferably automated) software updates.

• network segmentation • backup copying • strengthening access control (including multi-factor authentication)
Audits and tests: • periodic penetration testing and vulnerability assessment • regular IS audits

In 2024, IS threats continued to evolve, and companies encountered both new types of threats and advanced versions of known attacks. Since RUSAL's IS specialists record thousands of cyber attacks of various types every day, they regularly analyse the efficiency of protection systems and take measures to enhance cyber resilience.

Types of cyber attacks faced by RUSAL:

- network perimeter scanning;
- phishing[87], including via voice communications or calls (vishing), SMS or messengers;
- DDOS attacks[88];
- attempted exploitation of software vulnerabilities (exploits);
- virus attacks; and
- ransomware.

RUSAL case study

Successful countering of network attacks

As part of its efforts to counter external network attacks and avoid incidents from occurring, RUSAL benefits from the best international practices of blocking the sources of attacks and preventing intruder actions.

Company specialists liaise with Internet and hosting providers, exchange information on attacks and initiate effective measures.

Training

RUSAL places strong emphasis on employee training in IS issues. To this end, scheduled and non-scheduled briefings and other types of training are organised on a regular basis. Moreover, the Information Security Department constantly posts news articles on the Intranet portal to raise awareness among RUSAL employees regarding the most relevant cyber threats.

In 2024, the Directorate for Protection of Resources management completed internal training: they were introduced to changes in the external and internal regulatory IS framework, rules of handling information constituting a trade secret, protection of personal data processing, etc. The number of training sessions for the Directorate for Protection of Resources management increased by 40%, and the list of topics and subject areas was expanded.

In addition, in the reporting year, the Information Security Department arranged and conducted training events for information security managers (team leaders) of the Company's enterprises.

In 2024, a comprehensive Onboarding. Information Security (RUSAL) course was designed on the basis of the existing IS courses. Its completion has become mandatory for all employees.

Continuous operation of CII facilities

RUSAL continuously analyses the functioning of information infrastructure security systems based on reports from the enterprises' IS departments and on-site audits. In 2024, control measures were taken at the Company's enterprises that are CII facilities in accordance with the approved plan. Based on the data identified, corrective actions were elaborated and implemented to improve safeguards and increase the systems' resistance to external and internal threats.

[87] Phishing (from fishing) means a fraudulent Internet practice of receiving user credentials. It covers the stealing of passwords, credit card numbers, bank account details, and other confidential information.

[88] DDOS (Distributed Denial of Service) means an attack aimed at crashing the network service operation in an attempt to exhaust the application resources. The perpetrators behind these attacks flood a site with errant traffic, resulting in poor website functionality or knocking it offline altogether.

The authorities of the Russian Federation and other countries of RUSAL's operations place special emphasis on the functioning and safety of CII facilities, and the regulatory landscape in this area continues to evolve. To comply with statutory requirements to security of CII facilities, RUSAL drafted new and updated the existing internal regulations in accordance with the improvement plan, established its own requirements to information security of infrastructure, and brought the processes for ensuring the protection of information under regulation over the reporting year.

In 2024, in connection with the approval of lists of typical industry-based facilities by the Ministry of Industry and Trade of the Russian Federation, about 200 additional automated control systems were classified as CII facilities. Specialists of RUSAL's Information Security Department:

- organised the Company's control over the process of categorising new CII facilities; and
- held training (retraining) of employees charged with providing for CII security.

In addition, in the reporting year, the Ministry of Industry and Trade of the Russian Federation successfully performed sectoral monitoring of compliance with the requirements of Russian laws on security of the critical information infrastructure at numerous RUSAL's enterprises that are CII facilities. The monitoring outcomes reaffirmed a high quality of the implementation of measures to categorise CII facilities at these enterprises.

Personal data protection

HKEX KPI B6.5

RUSAL attaches particular importance to the protection of personal data of its employees, clients and suppliers, minimising the risks of infringing their rights. The Company's Personnel Department exercises control over the observance of rights to privacy, protection of personal and family secret, and compliance with related Russian laws and international treaties.

The Company's core regulation in this domain is the Personal Data Processing Policy. It outlines the general principles, goals, procedure for personal data processing, as well as security measures. In addition to this policy, the Company has approved a bundle of regulations to comply with statutory requirements of the Russian Federation in the field of personal data protection. These regulations define lists of positions admitted to personal data processing and of premises where storage of tangible media containing personal data is permitted, and establish approaches to dealing with organisational issues.

To verify compliance of personal data processing processes with the requirements established by Russian laws and the Company's internal regulations, the Company introduced the Regulations on Internal Control over Compliance of Personal Data Processing with the Established Requirements in the reporting year.

RUSAL takes advanced approaches to protect the integrity and confidentiality of the Company's and its stakeholders' data, which contributes to reliable retention of information at all stages of value creation. The Information Security Department regularly monitors the implementation of personal data protection measures at RUSAL's enterprises, including compliance with Roskomnadzor's requirements.

GRI 418-1

In 2024, there were no complaints about leakage or compromise of client data confidentiality.

In addition, the Company successfully passed checks held by the territorial units of the Prosecutor's Office of the Russian Federation, thus confirming compliance with all statutory requirements on protection of information.

Plans for 2025 and the midterm

In 2025, RUSAL will continue strengthening its information security system and ensuring the protection of critical information infrastructure. To harmonise the information security system and make sure it is compliant with today's challenges and threats in the information sphere in 2025, the Company intends to:

- improve vulnerability management processes;
- improve the information and analytical support for cyber security management, in particular to update and develop the Company's internal regulatory framework in this area;
- intensify the involvement of contractor entities in ensuring the security of the Company's information assets; and

- hold regular checks of information security systems, analyse their efficiency, and check the security level of CII facilities.

Digitalisation and innovation

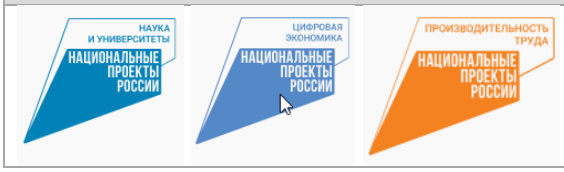
2024 key figures	Material topics
2 RUB bn Company's R&D investment 20 RUB bn estimated value of automation systems import substitution (to 2031)	• Contribution to economic sustainability and development

2024 highlights

- Launching the import substitution programme for automation systems at aluminium and alumina smelters up to 2031
- Opening the industrial artificial intelligence department to elaborate AI technologies for production facilities
- Setting up their own situation analysis centre (SAC) as part of digital transformation efforts

UN Global Sustainable Development Goals

Contribution to Russia's National Projects



Management approach

RUSAL treats digitalisation and innovation as an integral part of all aspects of its business and takes account of them in its management processes. Digital transformation, innovative products and processes are crucial factors in maintaining and enhancing the Company's competitiveness. A comprehensive approach to the development and implementation of innovations enables RUSAL to optimise business processes, minimise production costs, and guarantee the smooth operation of its enterprises.

Strategic approach to IT, digitalisation and innovation

The Company's digitalisation management rests on a long-term IT strategy, with projects and initiatives covering five years. The Information Technology Directorate (ITD) is in charge of reviewing and updating this strategy every three years. The current strategy encompasses the period from 2022 to 2029 and includes both ongoing and future projects.

In addition, RUSAL makes use of the Digital Company strategy for the period until 2028. To implement it, RUSAL has been delivering the End-to-End Automation programme since 2018, which has become the backbone of the Company's digitalisation efforts. As part of the programme, RUSAL has taken measures to upgrade its digital infrastructure, streamline automated process control systems (APCS), implement manufacturing execution systems (MES), and elaborate corporate solutions. In addition to activities under the End-to-End Automation programme, RUSAL launched pilot projects in the areas of computer vision, machine learning, and robotisation of production processes.

RUSAL's innovation activities are governed by the Technical Policy. The Technical Policy defines the pillars for fostering initiatives in science and technology.

In 2024, the Company updated a number of documents addressing research, development and integration of advanced technologies: the Technical Policy, the Regulation on Planning, Execution and Control of R&D Projects, the Regulation on the Motivation Fund for R&D Projects, and the Regulation on Registration and Management of Intellectual Property and Trademarks.

Digital transformation

Two RUSAL's divisions play a pivotal role in digitalisation processes: the Information Technology Directorate (ITD) and the Technical Directorate (TD). ITD is responsible for the enhancement of management, financial and information technologies, as well as cyber security. TD, in turn, focuses on industrial digitalisation, use of AI technologies, and development of the relevant equipment, which is carried out by the Engineering and Technology Centre (ETC).

These divisions work closely with each other and with specialised departments and specialists, coordinating their activities in such areas, as web development, support for electronic document management systems (EDMS), administration of corporate information systems, production automation, and development of computer vision and machine learning technologies. The Digital Solutions Department (DSD) was established within ITD to search for and incorporate innovative technologies to improve efficiency, reduce costs, and enhance security. DSD willingly applies advanced products, including Industry 4.0 technologies[89]. In turn, TD has established the Industrial Artificial Intelligence Department, which elaborates advanced methods for managing technological and production processes based on artificial intelligence technologies: intelligent decision support systems, digital twins, information and simulation modelling, computer vision, predictive diagnostics, and language models.

RUSAL also sets up cross-functional teams with specialists from different fields to create and embed new digital products. These teams have focused competencies, which enables them to promptly develop and incorporate innovative solutions. In connection with the advancement of such solutions, an increased number of initiatives, and the transition of some projects to the implementation stage in the divisions, the Company introduced digitalisation managers in 2024. RUSAL holds the view that local people always have a better understanding of real tasks and issues.

Situation analysis centre

In the reporting year, RUSAL set about shaping its own situation analysis centre (SAC) as part of digital transformation. This single dispatch centre for decision support and operational efficiency management will encompass all of the Company's units in the Aluminium Division, as well as other divisions in the medium term. Such approach is aligned with the best practices of major enterprises in a wide range of industries.

SAC will accumulate and process data to administer all financial and economic activities, as well as business intelligence of the Company. Data collection will start with individual enterprises and divisions.

The process of setting up the centre is scheduled in three stages:

1. At the first stage (already in progress), the infrastructure for data collection, classification and processing is being shaped, including the creation of a single corporate data warehouse, as well as the deployment, testing and commissioning of software products and solutions for reporting visualisation, production monitoring and analysis. This solution spans not only SAC, but all the Company's processes related to the collection, storage and provision of information.
2. The second stage entails further enhancement of monitoring tools, elaboration of models and algorithms for analysis, and forecasting to harmonise production processes and support management decision-making.
3. At the final stage of SAC deployment, AI will be introduced and the operational support for business and production management will expand.

Import substitution of equipment and automation systems

In the context of global economic transformation, changing market conditions, and sanctions pressure from unfriendly countries, import substitution of equipment, raw materials and supplies has become the Company's vital strategic initiative. To this effect, RUSAL takes comprehensive measures to draw up technical (design) documentation and manufacture components that have no equivalents, with the involvement of manufacturers in Russia.

[89] Technologies of the Fourth Industrial Revolution are related to the transition to fully automated digital production controlled by intelligent systems in the real time mode.

On top of that, as part of import substitution initiatives, the Company develops equivalents of foreign technological machines, devices and mechanisms based on domestic components for the electrolysis, anode, casting and alumina production facilities.

For import substitution purposes, RUSAL has designed a strategic programme for the conversion of APCS equipment and software to the Russian platform at the smelters of the Aluminium and Alumina Divisions. As part of this programme, steps are taken to draft technical documentation, develop application software, and manufacture APCS equipment with the involvement of Russian manufacturers. The programme runs until 2031 and is the first project of this scale for domestic developers. Its cost is tentatively estimated at RUB 20 billion, and this amount may increase as the programme runs.

In 2024, the Company launched new activities to replace APCS at 20 process sections of the Aluminium and Alumina Divisions.

As part of import substitution, design institutes VAMI and SibVAMI completed pilot projects using domestic software and 3D design technologies.

ESG transformation and single digital loop

RUSAL has accumulated large amounts of data regarding various aspects of its operations, including sustainable development. This data is robustly used for computations and modelling of ESG transformation scenarios. As part of its Sustainability Strategy, the Company is delivering the Data-Driven Decisions behind ESG Transformation project.

Sustainability targets and achievement progress in 2024

Target by 2025	Status	Progress for 2024
Creation of a single digital ESG data loop to further integrate 100% ESG indicators onto a common information platform enabling Big-Data-based ESG decision-making	Ongoing	• Data automation for sustainability reports based on annual overviews has been completed. • Monthly data collection has been implemented for certain environmental metrics. • The first suppliers have completed ESG accreditation in the Supplier's Personal Account.

The project is aimed at shaping a single digital ESG data loop and integrating all indicators within a common information platform. The project is being implemented completely by RUSAL on its own, without outsourcing.

A comprehensive approach to digitalisation enables RUSAL to streamline its internal processes and confidently incorporate advanced technologies, remaining one of the leaders in its sector.

Intersection of sustainability, innovation and digitalisation

Environmental	Social	Governance
Reducing the carbon footprint of products by embedding innovations at production facilities	Employee training in digital literacy, education on innovations in production	Digital data-driven management and decision-making
Development of digital technologies to monitor pollutant emissions in production	Digital Aluminium project	Data-Driven Decisions behind ESG Transformation project

Activities to create a single digital loop

Subsystem I	Subsystem II	Subsystem III
ESG data collection and storage based on High Vision Planning software	Managing supplier engagement in a single loop subject to ESG aspects	Recording and control over social investment

In 2022–2024, as part of building the first subsystem of a single digital loop, the Company created, put into operation, and improved a system for collecting and calculating data required for sustainability reporting. In 2024, data for most of the Company's ESG indicators was uploaded and calculated automatically when drafting sustainability reports.

One can now examine all data within a single system, track its dynamics, and make comparisons. At present, the Company primarily collects data based on yearly performance, but in the future it intends to switch to

monthly collection and track many indicators in greater detail to gain a more thorough and earlier understanding of what is happening and make prompt managerial decisions. This approach has already been partially implemented for certain environmental indicators required for carbon footprint computations.

❖ *For more details, please see the Climate change and energy section.*

The Supplier's Personal Account is an important element of the second subsystem of the digital loop and a one-stop-shop for all RUSAL interactions. Work on the Supplier's Personal Account began in 2023, with its operation launched in 2024, and its use by suppliers is still optional. By the end of 2025, the Company plans to make ESG accreditation of counterparties mandatory and to conduct it via the Supplier's Personal Account.

55 counterparties

completed ESG accreditation through the Supplier's Personal Account in 2024

❖ *For more details, please see the Sustainable sourcing of raw materials, goods and services section.*

The third subsystem, designed to facilitate social investment, was under construction in 2024 and is scheduled for implementation in 2025. The purpose of the system is to track the relevance of social investment costs of projects in terms of their significance for the Company and community, as well as the reasonableness and feasibility of social effects. The subsystem will simplify the monitoring of all stages of social programmes, from the sourcing of contractors and selection of beneficiaries to the final organisation of investment and verification of outcomes.

The social subsystem of a single digital loop will be linked to the Quality of Life and Sustainable Cities Index to identify the most pressing needs and key areas for investment.

Innovation and technological development

Decisions on the key innovation issues are made by the Scientific and Technical Council, a standing collective body of the Company. It is tasked with not only evaluation of achievements but also approval of plans for the introduction of new technologies.

RUSAL's Technical Directorate, a centre for consolidating ideas to improve manufacturing technologies for various types of products, plays an integral role in managing innovations and elaborating technologies and equipment. It supervises contractor teams engaged for delivering major construction and upgrade projects, as well as RUSAL's specialised research and engineering units (research centres).

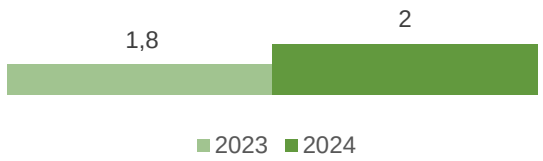
❖ *For more details, please see the RUSAL's research centres section*

Digitalisation and innovation projects

RUSAL is extensively fostering innovative and digital projects in various areas of its operations. The solutions being created and implemented are designed to improve production efficiency and reliability, as well as to contribute to the Company's sustainability. Such initiatives are aimed at reducing environmental impact, automating health and safety control processes, expanding employee training opportunities, facilitating supplier engagement, harmonising logistics chains and other improvements.
The Company annually spends USD 22–27 million on R&D. In 2024, RUSAL allocated RUB 2 billion on these purposes, primarily for:

- import substitution of equipment, materials and software to maintain the Company's feedstock and technology independence;
- enhancement of eco-friendly heavy-duty electrolysers;
- development of aluminium electrolysis technology using electrolysers with inert anodes;
- advancement of artificial intelligence and machine vision to increase the degree of technology management autonomy;
- introduction of an eco-friendly pitch to reduce emissions of hazardous compounds in the EcoSøderberg technology; and
- design and improvement of gas treatment facilities.

Total R&D investment, RUB bn



Due to changing market conditions, RUSAL adheres to the following priorities and criteria when developing digitalisation and innovation projects:

- economic efficiency and cost reduction;
- interest of internal and external clients in new products;
- environmental friendliness with regard to special aspects of the region where the enterprise operates;
- energy efficiency; and
- novelty of solutions.

RUSAL case study

RUSAL has completed industrial tests of AI-assisted electrolysis control

In autumn 2024, RUSAL completed industrial tests of artificial intelligence in electrolysis control. The project will improve productivity in aluminium smelting.

A new technology entailing the use of neural networks in aluminium production has been developed by RUSAL ETC. It rests on a neural network model trained on a large array (tens of thousands of parameters and measurements) of data from RUSAL's Aluminium Division. The model controls electrolysers based on a variety of available process parameters (electrolyte temperature, current, voltage, initial chemical composition, etc.) and makes use of these metrics to administer the technological process.

Laboratory measurements of electrolyte composition are made once every two to three days. The neural network will supplement them with predicted values to promptly correct the electrolysis process. The model was admitted to operation only after RUSAL ETC specialists were convinced that it did not make any errors in calculations.

RUSAL case study

Innovative aluminium in Russian stores already

In October 2024, RUSAL started supplying Sayana foil produced using the ALLOW INERTA aluminium to Magnit Extra stores. Sayana Heavy Duty BBQ foil is the first product for the consumer market made of this innovative metal.

ALLOW INERTA is manufactured under a second-to-none inert anode technology: when smelting it, oxygen is released into the atmosphere instead of greenhouse gases. Consequently, this aluminium has a record low carbon footprint of only 0.01 tonnes of CO_2e per tonne of metal, including direct and indirect energy and other indirect emissions (Scopes 1 and 2). This releases 900 kg of pure oxygen into the atmosphere per the same tonne of finished metal.

Artificial intelligence and machine learning

AI technologies are gradually becoming part of many RUSAL's processes and products. The Company launched the first R&D in this area back in 2018, as the use of AI enables to minimise the human factor and improve the efficiency of production (including performance). In 2024, having become aware of a rapid expansion of hands-on application uses of AI and the need for targeted management of such projects, the Company created the Industrial Artificial Intelligence Department. Its goal is to develop technologies using AI for RUSAL's production processes.

The department is currently working on 18 projects of varying complexity, primarily aimed at improving performance, controlling quality, and ensuring safety in production. The data obtained during their operation is used for machine learning and further performance improvement.

The department's promising projects include:

- creating a Digital Production Engineer and Digital Caster;
- AI-assisted control of the new disruptive inert anode technology;
- full robotisation of heavy-duty electrolysers;
- development of innovative materials and new specialised equipment through direct involvement of AI;
- creation of soft sensors, where a technological parameter is calculated by methods of analysing Big Data of other parameters rather than by direct measurement; and
- control of finished product shipments using machine vision and many more.

The Company continues to work on robotisation of all non-production routine processes related to document processing and text recognition. RUSAL's specialists have also set about exploring large language models to benefit from their capabilities in improving performance.

RUSAL case study

First large-scale AI application in RUSAL's aluminium production

Over the reporting year, RUSAL started implementing video monitoring of electrolysis using machine vision at five aluminium smelters. This is the Company's first large-scale use of artificial intelligence in aluminium production.

The monitoring technology will be embedded across electrolysis shops at KrAZ, BrAZ, NkAZ, IrkAZ and VgAZ. The project will run until 2027. The investment will amount to RUB 1.6 billion.

During pilot operation, this product designed by RUSAL ETC specialists made it possible to halve the time of electrolyser unsealing compared to monitoring performed by personnel in the course of scheduled maintenance.

RUSAL case study

AI assists in conveyor control

In 2024, RUSAL ETC developed an AI-backed container control technology. It enables the time required to send a container from the terminal to load it with finished products to be reduced by several times (from half an hour to just minutes). Tests are already underway at one of KrAZ's container terminals.

The technology stands out for the following features:

- a virtual twin of the container terminal is created;
- machine vision assists in recognising individual containers; and
- high-precision positioning technologies establish the location and numbers of all containers waiting to be loaded with aluminium (in the future — any finished product).

The project is part of a set of measures aimed to increase containerised aluminium shipments by 50% in two years. It won the ComNews Awards. Best Solutions for Digital Economy 2024 competition in the Best Digital Logistics Solution in Metallurgy category.

Employee training

One of the key elements of successful digitalisation and innovation at RUSAL is the continuous development and training of employees. The Company recognises that the qualifications and awareness of engineering and technical personnel play a critical role in delivering high-tech projects.

To this effect, RUSAL regularly arranges awareness-raising events, educational programmes, trainings and workshops aimed at fostering employees' professional competencies. Specialised courses on advanced technologies, such as artificial intelligence and machine learning, process automation, robotisation, and data science, hold a prominent place.

Support for research insights

RUSAL extensively motivates its employees to reach new heights in their professional and research efforts. For engineering and technical personnel, programmes are available to support PhD and Doctor of Engineering theses. This enables the Company to independently create second-to-none solutions resting on in-depth research and maintain a leading position in the industry.

Practical focus of training

The Company focuses on the practical application of expertise by integrating educational programmes with real production tasks. During training, RUSAL employees gain an opportunity to participate in pilot projects, develop and test new technologies, and share experiences with colleagues and leading industry experts.

Cooperation with educational institutions

RUSAL collaborates with major universities and research institutes both in Russia and abroad to improve the level of specialist training. Together with these educational institutions, the Company arranges upskilling programmes and sets up corporate training centres equipped with cutting-edge equipment for practical training.

Long-term vision

The Company's approach to training is focused on creating a talent pool that will be ready not only to address the current issues but also to meet future challenges. Investment in employee training is becoming an important success factor in the Company's digital transformation and innovative development. Owing to it, RUSAL is able to effectively adapt to rapid technological changes.

❖ *For more details about personnel interactions, please see the Employees section*

RUSAL's research centres

RUSAL is enhancing its own science and technology infrastructure to make sure the Company is sustainable and competitive in the long term, and allocates substantial funds to do so. Strong emphasis is placed on continuously building a capacity in science, which constitutes the backbone for the elaboration of advanced manufacturing solutions. Such strategy enables the Company to respond effectively to market challenges, minimise costs, and integrate innovative solutions aligned with today's requirements.

Competencies in the development of new technological processes and products are concentrated in RUSAL's research centres administered by the Technical Directorate. These centres have many years of experience in research and development, and work closely with the leading industry experts and research institutions across the globe. Their activities span a wide range of tasks, from the creation of unique materials and technologies to the delivery of complex projects to upgrade production facilities.

RUSAL's research centres

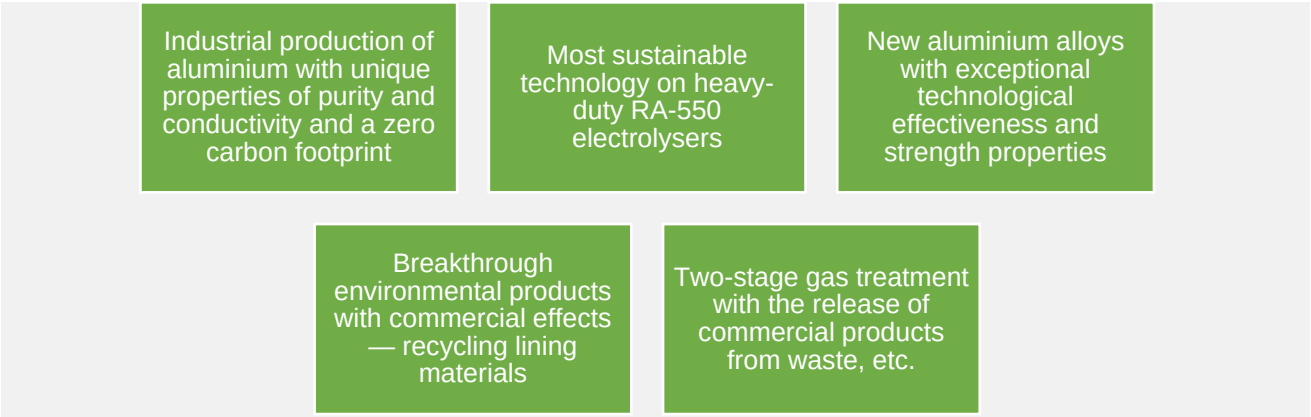
- Russian Aluminium and Magnesium Institute (RUSAL VAMI), Saint Petersburg;
- Engineering and Technology Centre (RUSAL ETC), Krasnoyarsk;
- Institute of Light Metals and Technologies (ILM&T), Moscow; and
- Siberian Research and Design Institute of Aluminium and Electrode Industry (SibVAMI), Irkutsk.

RUSAL case study

Disruptive aluminium production and processing technologies

Based on ETC and ILM&T research and production centres, the Company elaborates disruptive aluminium production and processing technologies to bolster competitiveness, environmental and digital transformation. In addition, RUSAL sets up experimental production start-ups and certification centres.

To expand its research infrastructure and expertise in aluminium production, RUSAL liaises with universities of the Ministry of Science and Higher Education of the Russian Federation, institutes of the Russian Academy of Sciences (RAS), and other research facilities. Such liaison facilitates the enhancement and integration of the latest research insights into practical production, allowing RUSAL to achieve the most advanced outcomes globally:



To provide for a smooth operation of all stages of the production cycle, the Company has set up an extensive regulatory structure covering R&D activities, upgrade and construction of production facilities, as well as management of technologies being introduced and creation of intellectual property.

Allocating responsibilities for innovative processes at RUSAL

Responsible divisions	**Functions**
ETC and ILM&T directorates and departments	Administration of R&D stages for technology development, creation of new products and processes, and upgrade of the existing facilities
ETC, VAMI and SibVAMI departments	Administration of engineering, design and equipment development stages
Modernisation Directorate and contracting teams within ETC	Upgrade of the existing facilities and construction of new smelters
ETC Technology Directorates and specialised divisions	Acceptance of completed facilities and technologies
Divisions managed by ETC and ILM&T	Creation of pilot industrial sites and production facilities to test disruptive technologies

RUSAL's research centres

Research centre	Profile	2024 deliverables
ILM&T Institute of Light Materials and Technologies	Development of aluminium-based materials and products for various industries	• Continued development of innovative scandium-containing materials with enhanced performance properties aimed at improving and reducing the weight of structures in various industries. The development of an eco-friendly aluminium-scandium alloy for wheel rims was initiated; a decreased wheel weight due to the lightweight alloy will save fuel and reduce GHG emissions. To reduce the electric vehicle weight, an electrically conductive material with increased vibration resistance was designed. The alloy is manufactured at the Company's facility in the form of wire rod for further drawing. • New formulations and technologies were developed for the production of aluminium pigments as per individual client specifications for the colouring of plastics, including food grade ones. • As part of boosting cast alloy production, the Company started developing a high-tech aluminium cast alloy designed for manufacturing automotive components by die casting. The alloy stands out for high iron content and high plasticity without heat treatment. In the context of creating lightweight cast wheels, the work was done to produce a pilot batch of castings under wheel production conditions. • The product line for additive technologies was supplemented with powders for direct printing, which are made from fines (waste) of manufacturing metal powder compositions for selective laser melting. The powders were successfully tested in billet printing. • A composition of composite carbon material wetted by aluminium melt to create drained cathodes to reduce energy consumption in aluminium production was elaborated and successfully tested in the conditions of laboratory studies. Start of supplies of refractory concrete developed by ILM&T (ILMIT Cast), which is designed to be more resistant and has a reduced production cost (due to the use of own raw materials) compared to imported equivalents.
VAMI RUSAL Russian Aluminium and Magnesium Institute	Development and design of technologies for the production of alumina, aluminium, magnesium, including unique technologies for the production of alumina from	• The work papers are being drafted for the construction of aluminium production facilities as part of the environmental upgrade of KrAZ and BrAZ: The documentation for the preparatory period, as well as the zero cycle of construction of electrolysis units for the KrAZ and BrAZ environmental upgrade facilities has been drawn up, underlying the construction of electrolysis production and raw material transportation facilities • A contract was signed and work papers for the construction of anode production facilities are being dynamically drafted jointly with China-based Guiyang Aluminium Magnesium Design and

Research centre	Profile	2024 deliverables
	nepheline concentrate	Research Institute Company Limited; JSC RUSAL VAMI supervises the process for the papers to be further adapted to Russian standards • Engineering of raw materials transportation systems at BrAZ and KrAZ facilities was completed, including new solutions for the design of important components providing for a complete cycle from acceptance of raw materials at the warehouses up to loading materials in the electrolysis units • Construction and installation of aspiration and vacuum cleaning systems in the receiving unit of the KrAZ warehouse were completed; the tests were successful, and the equipment operates properly • New railcar blowing chambers were developed in the receiving unit of alumina warehouse No. 1 at KrAZ
RUSAL SibVAMI Siberian Research and Design Institute of Aluminium and Electrode Industry	Development of gas removal and treatment units (GRTU)	• NkAZ and BrAZ commissioned GRTUs based on SibVAMI's technology and design documentation; since 2018, 17 such facilities have already been built • A unique zero-waste technology for treatment of emissions and transportation of fluorinated alumina for the production of primary aluminium for high-amperage technologies was created; optimisation was carried out to reduce the metal intensity of structures • Construction and installation works were performed on a modular GRTU for inert anode technology as per SibVAMI's documentation. Technology equipment was manufactured
RUSAL ETC Engineering and Technology Centre	Elaboration of technologies and equipment for electrolysis, casting and alloy production	• A technology for industrial production of aluminium with unique properties of purity and conductivity and a zero carbon footprint was developed. First ever, an electrolyser was fired and launched using inert anodes as per the proprietary technology; in the course of electrolysis, inert anodes provide for the release of pure oxygen into the atmosphere instead of carbon dioxide; the technology is expected to be scaled up • The most eco-friendly petroleum pitches with benz(a)pyrene emissions were elaborated and successfully tested in production • Aluminium-wetted carbon materials were developed, and the operation of an industrial prototype of a drained electrolyser to dramatically reduce energy consumption (to 10,500-10,800 kWh per tonne of aluminium) continues We expanded the use of low-cost solutions to improve the energy efficiency of the existing electrolysers and a disruptive eco-friendly technology to reduce the amount of aluminosilicate

Research centre	Profile	2024 deliverables
		lining waste stored — recyclable non-shaped lining materials (NSLM); 70% of used material is already re-involved in the production cycle.
Joint project of research centres		• Technologies for unique two-stage gas treatment, including from sulphur compounds (e.g. sulphates), with the release of commercial products; 100% of sulphates produced are recycled. The technology for the production of raw materials for detergents from aluminium production waste was designed jointly by RUSAL ETC, RUSAL SibVAMI and RUSAL VAMI.

Innovations in production

RUSAL's innovative solutions are promptly tested at the existing smelters and then become part of the Company's production system.

Innovation	Integration status in 2024	Further integration plan
ADDITIVE TECHNOLOGIES Obtaining elements of any geometry, saving raw materials, possibility of both one-off and serial production of items as per individual specifications	The GOST standard for printed products made of aluminium alloys was issued; the document covers 4 alloys developed by the Company. Products for direct methods of additive manufacturing made from powder fines for selective laser melting technology were certified.	Continue to enhance the product range. Introduce extra strong alloys to the market to replace steel and titanium in the production of component billets and prototypes
NEW ALLOYS High-tech alloys for die casting, materials for products with complex geometries or increased corrosion resistance were created High-strength alloys (nickalines) for the automotive industry enable parts with complex shapes to be cast in a variety of ways	Research continued on a high-strength alloy for the production of passenger car wheels that do not require heat treatment. Pilot batches of wheels were produced for testing. Alloy 1407 was used in manufacturing railway tank cars. The second generation of MaxiFlow extrusion alloys with an increase in pressing speed by at least 10% was developed	Continue the implementation of newly designed materials in various industries Create materials for Gigacasting die casting technology
SCANDIUM-CONTAINING ALLOYS A second-to-none range of thermally unhardenable deformable materials with high corrosion resistance, weldability and increased strength compared to conventional aluminium alloys	A passenger catamaran made with welded panels of economically alloyed scandium-containing alloy 1581 was successfully floated out. A high-strength (+35% strength) forging alloy for lightweight car wheel rims was developed; a pilot batch was manufactured. The production of heat-resistant, vibration-resistant wire rod intended for the manufacturing of wires and electrically conductive busbars used in the electrical systems of electric vehicles as an alternative to heavy copper was mastered.	Complete the certification of lightweight scandium-containing aluminium alloy wheel rims Test an aluminium alloy with high electrical conductivity for the manufacture of electric vehicle tyres as part of international collaboration for market launch

Innovation	Integration status in 2024	Further integration plan
LIGATURE PRODUCTION In-house production reduces the cost and carbon footprint, provides for economic independence, decreases logistics dependence, and improves product quality	New types of ligatures with rare earth and rare elements are being elaborated Training of highly skilled unique specialists continued	Master the production of new types of marketable ligatures
PRODUCTION OF TOOLS Enhancement of in-house production provides for full autonomy of supply and use of any types of casting tools The new design enables to reduce the storage space for tools, provides versatility and repairability	The design of sliding casting tools that allows the production of flat ingots of various cross-sections as per the client requirements was elaborated and put into operation	Continue to enhance expertise in modelling and designing casting tools for any client's alloys
INERT ANODE (IA) Production of aluminium with the lowest carbon footprint in the world: elimination of emissions of greenhouse gases (CO and CO_2), polyaromatic hydrocarbons, benz(a)pyrene and sulphur, and a significant cost reduction due to anode savings	For the first time, the firing and launch of an industrial electrolyser was performed using inert anodes. Over 5,000 tonnes of aluminium with the lowest carbon footprint in the world — ALLOW INERTA™ — were produced in Krasnoyarsk Alloys based on it were successfully used for the production of wheel discs and foil.	Launch pilot operation of a modular GRTU for IA technology in 2025 Elaborate engineering solutions of GRTU replication for IA technology
ECO-FRIENDLY PITCH Fivefold increase in the marketable product output compared to coal-based pitch	Industrial production of eco-friendly petroleum pitch and its involvement in the production of KrAZ and BrAZ anode pastes with the content of polycyclic aromatic hydrocarbons (PAH) at trace levels were arranged. 100% of KrAZ sub-stud anode paste was converted to eco-friendly petroleum pitch	Involve at least 20% eco-friendly petroleum pitch of the total amount of binder pitch consumption in the production of KrAZ and BrAZ anode pastes. Switch 100% of BrAZ sub-stud anode paste to eco-friendly petroleum pitch
ULTRA-ENERGY EFFICIENT ELECTROLYSER DESIGNS Reduce electricity consumption and production costs	A prototype design has been developed and put into operation, engineering solutions are being tested for an energy-efficient electrolyser at KrAZ with a critically low level and volume of aluminium work-in-progress, significantly reducing electricity consumption.	Pilot tests of the energy-efficient electrolyser at KrAZ with energy consumption of 11,000–11,500 kWh/t of Al are scheduled for 2026. An industrial version of electrolyser for commercialisation is expected to be elaborated in 2027
ENERGY-SAVING ELECTROLYSER DESIGNS WITH RECYCLED LINING MATERIALS Reduction in electricity consumption and production costs, lower cost and shorter timelines of overhaul, reduction in the storage of waste liners	In 2024, electricity savings at the Company's smelters totalled 511 million kWh (up 8.5% YoY) due to the continued introduction of low-cost energy-efficient engineering solutions for the existing types of electrolysers.	Continue to integrate the same solutions when replacing structures during the overhaul of electrolysers, with a forecast of 285 energy-saving electrolysers with recycling liners in 2025

Innovation	Integration status in 2024	Further integration plan
	RUSAL has introduced 5,295 energy-efficient electrolysers with recycling liners, which is about 78% of all the Company's electrolysers	
ECOSØDERBERG Significant reduction of perfluorocarbon emissions in the electrolysis process, reduction of electricity consumption, increase in productivity	The SIBVAMI technology was put into operation at NkAZ and BrAZ	Expand pilot operation at NkAZ and BrAZ, add IrkAZ facilities In 2025, 100% of electrolysers at KrAZ, NkAZ and IrkAZ will be converted to EcoSøderberg
GAS TREATMENT TECHNOLOGIES Reducing pollutant emissions	A unit to produce commercial products from sulphate waste of wet gas treatment unit (WGTU) was successfully tested. The manufacture of GTU equipment and centralised alumina distribution (CAD) based on SibVAMI documentation as part of the environmental upgrade of KrAZ and BrAZ was contracted. Construction and installation works commenced	Manufacturing of equipment and construction of GTUs (GRTU and WGTU) and CAD at KrAZ and BrAZ sites

Plans for 2025 and the midterm

In the medium term, RUSAL intends to:

- As part of digital transformation, assess the efficiency of using the following technologies and start their integration in case of positive test outcomes:
    - Industry 4.0 technologies — to identify deviations and advise on decision-making; and
    - 3D projects[90] — to eliminate human labour and replace it with intelligent robotic systems; AR[91] technologies.
- Complete the key projects of the end-to-end automation programme.
- Complete CAD for robust management of operations in the Aluminium Division
- In 2025, implement a subsystem for accounting and control over social investment as part of a single digital loop

By 2027, invest RUB 1.6 billion in deploying electrolysis monitoring technology using machine vision at five aluminium smelters.

[90]Dust, Dull, Dangerous — dirty, dangerous and hard work.
[91] Augmented Reality.

Appendices

Appendix 1. About the Report

GRI 2-1, 2-3, 2-14, ASI PS 3.1

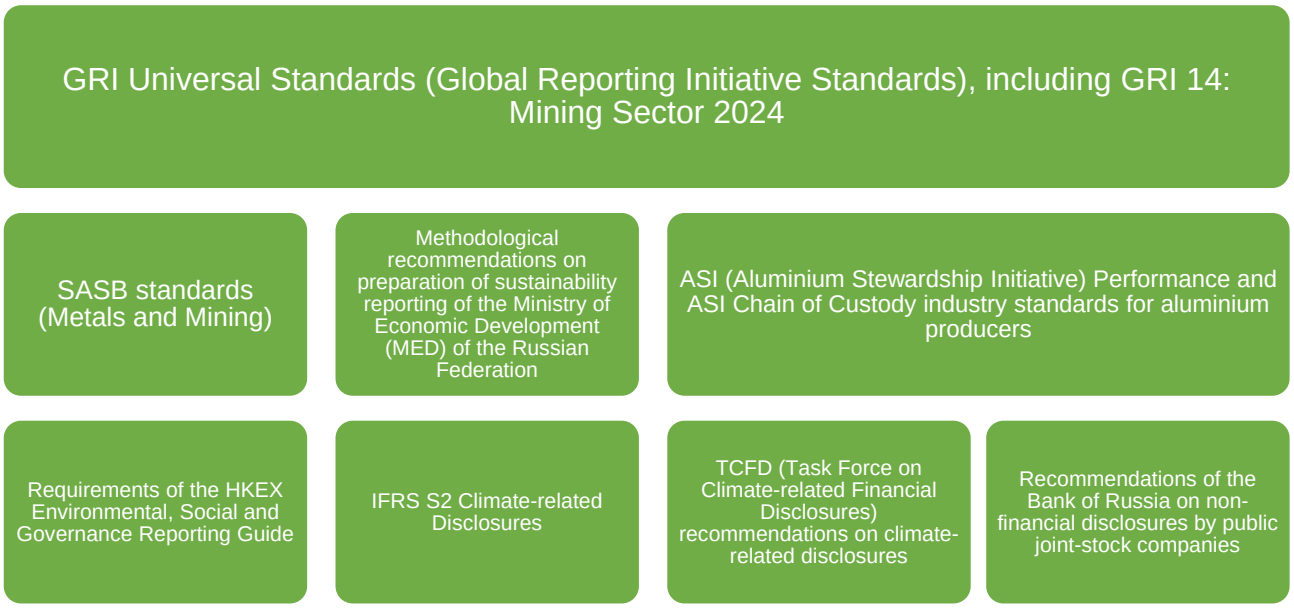
The Sustainability Report 2024 (hereinafter, the Report) discloses RUSAL's key sustainability deliverables for the period from 1 January to 31 December 2024. The Report has been prepared in accordance with international standards and initiatives, as well as national recommendations in the area of non-financial reporting. The information disclosed in the Report is intended to inform a wide range of stakeholders about the Company's principles, objectives, key results and plans in the area of sustainable development for 2025 and the medium term.

The Report was reviewed and approved by the Board. The Report to be published on 29.04.2025.

Approach to reporting

GRI 2-5

The Report was drawn up with reference to the requirements and recommendations of the following non-financial reporting standards and sustainability initiatives:



The thematic sections of the Report contain information on the Company's contribution to the achievement of the relevant UN Sustainable Development Goals and the National Development Goals of the Russian Federation until 2030. RUSAL also takes into account the requirements of ESG rating agencies for the disclosure of non-financial information.

The main sources of information in the area of sustainable development are management accounting data and reports that RUSAL regularly submits to government authorities. The Company is implementing a project to create a unified ESG data loop and integrate all indicators within a single information platform.

- *For more information on the project, see 'ESG transformation and single digital loop'*

Financial data are disclosed in the Report on the basis of consolidated financial statements prepared in accordance with International Financial Reporting Standards (IFRS) and are presented in US dollars. The figures are converted into Russian roubles using the average annual exchange rate of the Bank of Russia for 2024 (92.56 roubles per USD 1).

To increase the level of stakeholder confidence in the disclosed sustainability data, RUSAL conducts independent assurance of the Report. In 2024, the Report data and compliance of disclosures with GRI standards were certified by Group B1. The auditor of the Report is determined as a result of a competitive selection process and approval by the Tender Committee.

- *More detailed information on the boundaries and scope of the Report's assurance is provided in Appendix 10 'External Assurance'*

Also in the reporting year, RUSAL engaged the Russian Union of Industrialists and Entrepreneurs (RUIE) for public endorsement of the Report.

In addition to the Report, the Company publishes thematic reports, ESG data and other information on sustainability activities in a separate section of its website.

Reporting principles

HKEX п. 11, п. 14

When drawing up the Sustainability Report, the Company was guided by the reporting principles outlined in the GRI 1: Foundation (2021) standard, as well as the Company's internal principles for the preparation of non-financial reporting.

The list of material topics is defined in accordance with the GRI standards and also taking into account the industry standard for the mining sector GRI 14: Mining Sector 2024.

- *Detailed information on the process for determining material topics is provided in the Materiality Assessment section*

Reporting boundaries

GRI 2-2, 3-2, HKEX p. 15

RUSAL annually publishes IFRS consolidated financial statements, which are subject to an independent auditor's certification procedure.

The perimeter of sustainability disclosures includes the enterprises and operating assets that are part of IPJSC UC RUSAL under IFRS.

If the reporting boundaries for a particular material topic differ from the established ones, an additional explanation is provided in the text of the Report.

Data revisions and significant changes

GRI 2-4

An appropriate note is provided in the text of the Report if there were changes in data preparation in 2024.

Appendix 2. Additional information

Environmental

Climate risks and opportunities

GRI 201-2, 14.2.1, 14.2.2, HKEX KPI A4.1

<table>
<tr><td rowspan="5">Physical risks</td><td>Short-term
0–1 year</td><td>Medium-term
2–3 years</td><td>Long-term
up to 10 years</td></tr>
<tr><td colspan="3">Acute:
<u>Krasnoyarsk krai</u>: decrease in performance and disruptions due to growth in the average annual precipitation
<u>Volgograd and Sverdlovsk regions</u>: decrease in performance and potential disruptions due to extreme heat, sourcing issues caused by forest fires
<u>Republic of Guinea</u>: flooding of quarries due to growth in the amount of precipitation
<u>Jamaica</u>: potential disruptions due to abnormally strong winds</td></tr>
<tr><td colspan="3">Chronic:
<u>All assets</u>: decreased number of available drinking water sources due to rising average global temperatures
<u>Maritime regions</u>: flooding and disruptions due to a sea level rise</td></tr>
<tr><td colspan="3">Related opportunities:</td></tr>
<tr><td colspan="3">Rationing resources due to a shorter heating season
Solar energy enhancement</td></tr>
<tr><td rowspan="6">Transition risks</td><td>Short-term
0–1 year</td><td>Medium-term
2–3 years</td><td>Long-term
up to 10 years</td></tr>
<tr><td rowspan="4">Reputational:
Costs of administrative penalties and elimination of the consequences of sludge spills</td><td>Reputational risks:
Costs of administrative penalties and elimination of the consequences of sludge spills</td><td>Reputational risks:
Costs of administrative penalties and elimination of the consequences of sludge spills</td></tr>
<tr><td>Technology risks:
Decreased consumer interest in the Company’s products due to high carbon footprint
Costs of increasing the energy efficiency of manufacturing processes</td><td>Technology risks:
Decreased consumer interest in the Company’s products due to high carbon footprint
Costs of increasing the energy efficiency of manufacturing processes</td></tr>
<tr><td rowspan="2">Market risks
Loss of competitiveness of high carbon footprint products</td><td>Market risks
Loss of competitiveness of high carbon footprint products</td></tr>
<tr><td>Political and legal risks:
Carbon offset costs
CBAM[92] implementation and related costs
Costs of addressing climate change impacts</td></tr>
<tr><td colspan="3">Related opportunities:</td></tr>
<tr><td>Not identified</td><td colspan="2">Trade in carbon units
Increase in demand for low carbon products
Implementation of advanced technology to reduce carbon footprint
Growing investment in the low-carbon energy
High investment attractiveness of materials used in the transition to a decarbonised energy system</td></tr>
</table>

[92] Carbon Border Adjustment Mechanism

Disclosure of information with reference to IFRS S2 «Climate-related disclosure»

Section	Reporting element	Disclosure
Governance	S2.06a-i (1) how responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s)	The functions of responsible for climate-related risks and opportunities executives are given in the infographics in section «Governance» of the chapter «Climate change and energy»
	S2.06a-iii how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities	The Company updates the map of current risks on a quarterly basis
	S2.06a-iv (1) how the body(s) or individual(s) takes into account climate related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities	RUSAL takes into account the relevant climate related risks when makes strategic decisions, and also takes measures to reduce GHG emissions.
	S2.06a-v(i), S2.06a-v (2) how the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets	RUSAL established climate-related KPIs, which are linked to the Company's achievement of the climate goals and affect the remuneration of managers, across all vertical relationships. For example, as regards the Director for Sustainability, KPI accounts for 5% of the annual bonus. To achieve the best performance, the Company also includes energy consumption metrics in employee KPIs.
	S2.06b-ii (1) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities	As part of the Climate Strategy, RUSAL sets the climate targets. The control and supervision over climate-related risks and opportunities is performed as part of control over the achievement of these targets.
	S2.06b-i (1) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee	Health, Safety and Environmental Committee monitors the effectiveness of climate-related risks and opportunities management measures
Strategy	***Climate-related risks and opportunities***	
	S2.10a climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	The list of relevant climate-related risks and opportunities is given in Appendix 2 'Additional information'.
	S2.10b explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk	The Company provides a breakdown into physical and transitional risks
	S2.10c, S2.10d (1) specify, for each climate-related risk and opportunity the entity has identified, over which time horizons — short, medium or long term — the effects of each climate-related risk and opportunity could reasonably be expected to occur; and explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making	Risks relevant for the short (0-1 year), medium (2-3 years) and long (up to 10 years) term are given
	Business model and value chain	

	S2.13a, S2.13b a description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain and a description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	The Company continues the cycle of climate-related risks and opportunities assessing by regions of operation
	Strategy and decision-making	
	S2.14a-i(1), S2.14a-i(2) current and anticipated changes to the entity's business model, including its resource allocation, to address climate-related risks and opportunities and how the entity plans to achieve any climate-related targets	The Company implements climate-related projects and produces products with a low carbon footprint
	S2.14a-ii, S2.14a-iii current and anticipated direct and indirect mitigation and adaptation efforts	
	S2.14a-iv any climate-related transition plan the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity's transition plan relies	The Climate Strategy is RUSAL's core internal document on mitigation of climate impacts. The strategy sets forth the Company's GHG emission reduction goals, including the goal of achieving carbon neutrality by 2050.
	Financial position, financial performance and cash flows	
	S2.15b, S2.15a, S2.16a the effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, the anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning, and how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period	The Company continues the cycle of climate-related risks and opportunities assessing by regions of operation No climate change physical or transition risk of relevance for RUSAL occurred in the reporting period.
	Climate resilience	
	S2.22a-i(1), S2.22a-i(2) the implications, if any, of the entity's assessment for its strategy and business model, including how the entity would need to respond to the effects identified in the climate-related scenario analysis	The Company continues the cycle of climate-related risks and opportunities assessing by regions of operation
	S2.22a-iii-3 the entity's capacity to adjust or adapt its strategy and business model to climate change	
		The scenarios presented in the IPCC Sixth Assessment Report are used: • SSP 126 — warming by 1.5–2°C • SSP 245 — warming by 2–4°C • SSP 585 — warming by 4–7°C The scenarios were used for both physical and transition climate change risks
Risk management	S2.22b, S2.22b-i-1, S2.22b-i-6, S2.22b-ii-2 how and when the climate-related scenario analysis was carried out and which climate-related scenarios the entity used for the analysis	The Company assesses both physical (causing damage to business operations, infrastructure facilities, and the environment) and transition climate change risks (imposing a financial and administrative burden on business operations).

	S2.25a, S2.25c the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks and and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process	When assessing the relevance of risks, the probability of their occurrence and potential consequences are factored in.
Metrics and targets	***GHG***	
	S2.29a-i disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO_2 equivalent, classified as: Scope 1, Scope 2 and Scope 3 greenhouse gas emissions	The indicator is disclosed in the section «Goals and metrics» of the chapter «Climate change and energy»
	S2.29a-iii(1) disclose the approach used to measure the greenhouse gas emissions including any changes the entity made to the measurement approach, inputs and assumptions during the reporting period	RUSAL records GHG emissions for Scopes 1, 2 and 3. The quantification makes use of the Methodology for determining direct greenhouse gas emissions in alumina production and the Methodology for determining direct greenhouse gas emissions in primary aluminium production developed by the Company's specialists, with account taken of the requirements of Order of the Ministry of Natural Resources and Environment of the Russian Federation No. 371 on Approval of Quantification Methods for GHG Emissions and Removals. To determine Scope 2 emissions, the Methodological guidance on the quantitative assessment of GHG emissions from the production of electricity supplied from the energy system of the Russian Federation is used, and for Scope 3 emissions, the Greenhouse Gas Protocol is used.
	Other cross-industry metrics	
	S2.29b, S2.29c, S2.29d climate-related risks and opportunities — the amount and percentage of assets or business activities vulnerable to climate-related risks and aligned with climate-related opportunities	The Company continues the cycle of climate-related risks and opportunities assessing by regions of operation
	S2.29f-i(1), S2.29f-i(2), S2.29f-ii whether and how the entity is applying a carbon price in decision-making and the price for each metric tonne of greenhouse gas emissions	n/a
	S2.29g-i(1), S2.29g-i(2) a description of whether and how climate-related considerations are factored into executive remuneration	The Company does not use the internal carbon price
	S2.32 Industry-based metrics disclosure	RUSAL established climate-related KPIs, which are linked to the Company's achievement of the climate goals and affect the remuneration of managers, across all vertical relationships. For example, as regards the Director for Sustainability, KPI accounts for 5% of the annual bonus
	S2.29b, S2.29c, S2.29d climate-related risks and opportunities — the amount and percentage of assets or business activities vulnerable to climate-related risks and aligned with climate-related opportunities	Industry climate indicators such as intensity of GHG emissions during electrolysis and global average carbon footprint for the aluminum sector are disclosed
	Climate-related targets	
	S2.33 quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or	RUSAL 's targets: By 2035 reduce specific GHG emissions from all production facilities (processes under the

	regulation, including any greenhouse gas emissions targets	Company's operational control) for Scopes 1 and 2 by 23% (without regard to offsetting measures) per tonne of metal compared to the 2018 baseline By 2050 reduce GHG emissions from production by electrolysis for Scopes 1 and 2 by 99% (without regard to offsetting measures) per tonne of metal compared to the 2018 baseline
	S2.33c, S2.33d the period over which the target applies and the part of the entity to which the target applies	
	S2.33g whether it is an absolute target or an intensity target	
	S2.36a, S2.36b for each greenhouse gas emissions target an entity shall disclose, which greenhouse gases are covered by the target and whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target	Targets are set for all greenhouse gases emitted by the Company (carbon dioxide, methane, perfluorocarbon, nitrous oxide)
	S2.36e the entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target	Targets are set without regard to offsetting measures

Inventory table of hydraulic structures (HS) *SASB EM-MM-540a.1*

Facility	Consequence classification	Year of commissioning	Status as of 2024
Achinsk Alumina Refinery			
Sludge disposal area, map 1	I	1969	Mothballed
Sludge disposal area, map 2	I	2004	Mothballed
Sludge disposal area, map 3	I	2017	In operation
Bogoslovsk Aluminium Smelter			
Sludge disposal area №1	II	1953 1971 – expandable part	Filling has been suspended, the drainage system for returning seepage water is functioning
Sludge disposal area №2, map 1	II	1982	In operation
Sludge disposal area №2, map 2	II	2015	In operation
Ash disposal area №2	II	1972 2015 – second stage	In operation
Boxitogorsk Alumina Refinery			
Sludge disposal area №2	II	1968	Maintenance is in progress
Bratsk Aluminium Smelter			
Ash dump №1	III	1983	In operation
Ash dump №2	IV	1973	In operation
Irkutsk Aluminium Smelter			
Sludge collector №1	IV	1971	Mothballed
Sludge collector №2, map 1	III	1963	In operation
Sludge collector №2, map 2	III	1977	In operation
Sludge collector №2, map 3	III	1983	In operation
Sludge collector №3, map 1	III	2011	In operation
Sludge collector №3, map 2	III	2014	In operation
Krasnoyarsk Aluminium Smelter			
Sludge disposal area, map 1	III	1966	In operation
Sludge disposal area, map 3	IV	1998 – section 1 1994 – section 2	In operation
Sludge disposal area, map 5	III	2014 – section 1 2022 – section 2	In operation
JSC Silicon			
Sludge collector №3	III	1989	In operation

Novokuznetsk Aluminium Smelter			
Sludge collector	III	1972	In operation
Pikalevo Alumina Refinery			
Sludge disposal area, map 4	II	1956	In operation
Sludge disposal area, map 5	II	1956	In operation
Sayanogorsk Aluminium Smelter			
Ash storage facility №1	IV	1989	In operation
Ash storage facility №2	IV	n/a	In operation
RUSAL Kamensk-Uralsky Alumina Refinery			
Sludge disposal site №1	III	1971	In operation as an emergency drain card.
Sludge disposal site №2, map 1	II	1964	Mothballed
Sludge disposal site №2, map 2	II	1968	In operation
Sludge disposal site №3, map 1	II	1983	In operation
Sludge disposal site №3, map 2	II	1983	In operation
Sludge disposal site №3, map 3	II	1983	Work is underway to build up
Sludge disposal site №4	n/a [93]	2022	In operation
Ash dump №2	IV	1975	In operation
JSC South Ural Cryolite Plant			
Sludge disposal area №1	I	1971	In operation
Sludge disposal area №2	I	1987	In operation
Yaroslavl Mining Company LLC			
Sludge disposal area №3	III	1978	In operation
Sludge disposal area №4	III	1994	In operation
Aughinish			
Sludge disposal area	n/a	1983	In operation
Eurallumina			
Sludge disposal area	n/a	1973	Mothballed
Friguia			
Dam 1	II	1960	In operation
Dam 2	I	1960	In operation
Dam 3	I	1960	In operation
Windalco			
Sludge disposal area	n/a	1985	In operation

Corporate governance

Stakeholder engagement methods *GRI 2-29*

Key topics	Stakeholder interests and expectations	How we engage	Responsible Company units
Shareholders and investors			
• Strategic business planning • ESG transformation of business • Management process optimisation • Operating results	• Enhancement of the Company's investment appeal • Consistently strong operational and financial performance	• Disclosure of financial statements, annual reports, and ESG-related information in accordance with the international standards and practices	• Strategy and Investors Relations Directorate • Legal Affairs Directorate • Corporate Secretary's office

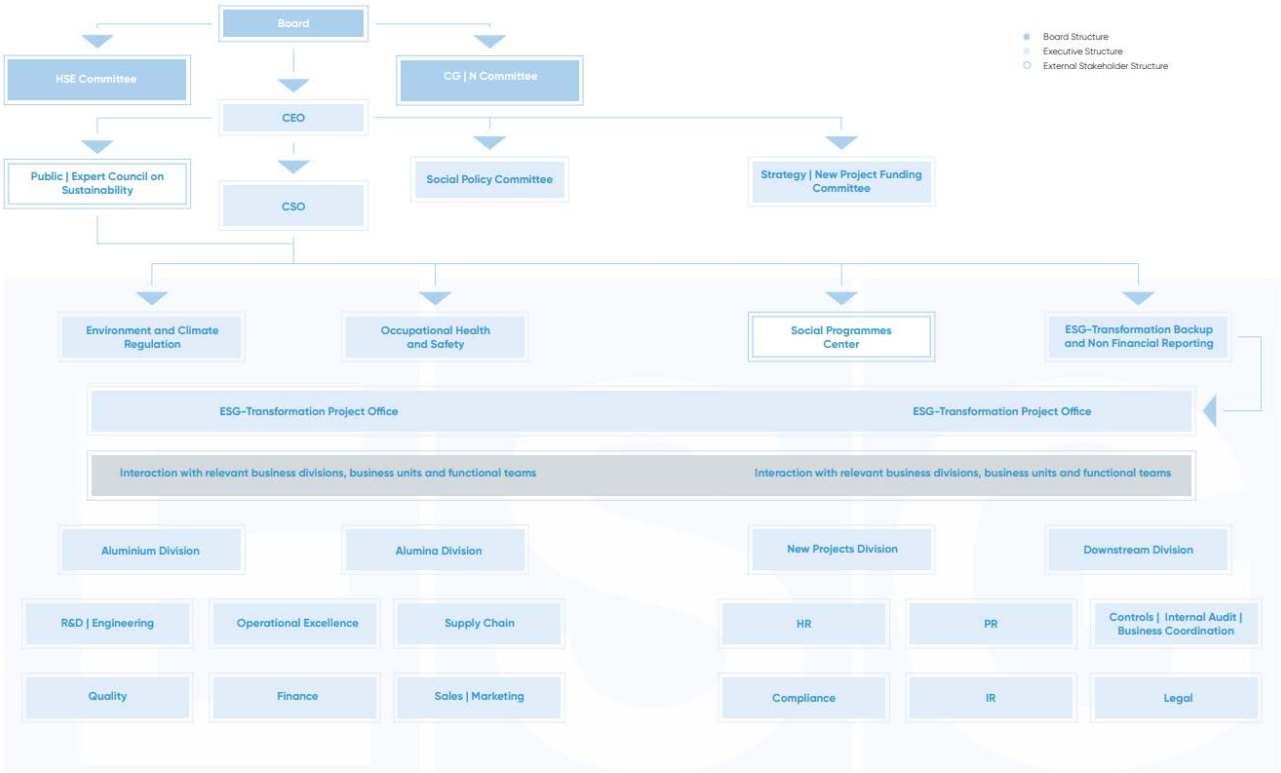
[93] The Consequence classification will be determined after approval of the safety declaration.

• Risk-based approach to management		• Regular online meetings with minority shareholders • Annual General Meeting of Shareholders	
Customers and suppliers			
• Sustainable supply chain • Transparent, open, and lean procurement procedures • Business relations based on the mutual benefit and fairness principles • Product quality control	• Obtaining complete and reliable information about the Company's goods, services and markets • Availability of participation in the Company's procurement procedures	• Conducting workshops and meetings with customers (as necessary) • Tender and procurement plans (as necessary) • Vendor training events (continuously) • Prompt claim management (weekly) • Contractual relationships • Regular feedback from customers on sustainability issues (as necessary) • Continuous improvement of customer engagement • Counterparty compliance accreditation system	• Sustainable Development Directorate • Quality Management Directorate • Sales Directorate • Departments for ecology and quality at the facilities
Employees and trade unions			
• Respect for employee rights • Competitive remuneration and employee welfare • Comfortable and safe working conditions • Staff development • Employee health and support during the COVID-19 pandemic	• Company's compliance with labour laws and respect for labour rights • Safe working conditions and decent wages • Ensuring equal opportunities • Career prospects	• Collective bargaining agreements (once every three years) and reports on their performance (annually) • Staff notification through such means as the corporate magazine (monthly) and social media • Online meetings with senior executives and management (at least twice a year) • Consideration of hotline reports (continuously) • Participation in reputation studies (annually) • Support for employee volunteering and private initiatives (periodically)	• Sustainable Development Directorate • HR Directorate • Public Relations Directorate • Production Development Directorate • Corporate ethics commissioners at the facilities and in offices

		• Activities aimed at unlocking the employee creative and sports potential (periodically) • Internal training and the Corporate University	
Environmental community and regulators			
• Tax payments and social investment • Compliance with laws and advancement of the legal and regulatory framework • Contribution to the development of the regions of the Company's operations • Promoting employment and support for entrepreneurship	• Company's compliance with applicable laws and regulations • Regulation of environmental impacts and promotion of social stability in the regions of presence	• Involvement of citizens and their associations (public hearings, consultations) in discussing the location of new production facilities and the enhancement of the urban environment (continuously) • Participation in consultative and advisory procedures with governmental authorities and non-profit organisations on issues of legislative control and statutory regulation (continuously) • Entry into partnership agreements to improve the socio-economic landscape in the areas of responsibility • Corporate social responsibility and regional development projects	• Sustainable Development Directorate • Government Relations Directorate • Directorate for Regional Policies and Relations with Regulatory and Administrative Authorities
Local communities			
• Contribution to the development of the regions of the Company's operations • Respect for human rights • Social investment and charity • Support for humanitarian efforts of public figures and public associations • Sustainable urban transformation • Addressing the COVID-19 pandemic impact	• Positive impact on sustainable development of the regions of operations • Increasing the number of jobs available for residents of the regions of presence • Support for education, culture and sports, infrastructure enhancement • SME support	• Involvement of citizens and their associations (public hearings, consultations) in discussing the location of new production facilities and the enhancement of the urban environment (continuously) • Support for humanitarian projects and grant competitions for public initiatives • Coordinating the tasks of improving socio-economic conditions with local governments	• Sustainable Development Directorate • Public Relations Directorate • Directorate for Regional Policies and Relations with Regulatory and Administrative Authorities • RUSAL's Centre for Social Programmes Charitable Foundation

Organisational structure of sustainability management

GRI 2-9, 2-12



Appendix 3. Key quantitative data

Economy					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Total net sales at year end, USD *GRI 2-6*	USD million	11,994	13,974	12,213	12,082
Capitalisation at year end, USD					
including borrowed capital (loans and borrowings, including bonds)	USD million	6,733	9,457	7,866	7,918
including equity	USD million	10,524	12,307	11,016	11,216
Total volume of products supplied (sale of primary aluminium and alloys) *GRI 2-6, SASB EM-MM-000.A*	tonnes	3,903,981	3,896,399	4,152,935	3,855,851
Economic value *GRI 201-1, HKEX KPI B8.2*					
Direct economic value generated	USD million	13,844	15,608	13,033	12,767
Revenues	USD million	11,994	13,974	12,213	12,082
Income from investments in associates and joint ventures	USD million	1,807	1,555	752	564
Interest income on loans	USD million	43	79	68	121
Economic value distributed	USD million	(10,496)	(13,626)	(11,385)	(11,752)
Operating costs	USD million	(9,502)	(12,251)	(10,602)	(10,893)
including employee wages and benefits	USD million	(723)	(698)	(750)	(860)
including pension expenses	USD million	(196)	(248)	(206)	(231)
payments to providers of capital	USD million	(364)	(727)	(367)	(412)
including dividends paid	USD million	-	(302)	-	-
payments to government	USD million	(389)	(366)	(177)	(169)
Charity expenses	USD million	(45)	(34)	(33)	(47)
Economic value retained	USD million	3,348	1,982	1,648	1,015
Financial assistance received from government *GRI 201-4, ASI PS 3.3*					
Tax relief and tax credits	USD million	0	0	0	0
Subsidies, including for research and development	USD million	0	0	0	0
Total	USD million	0	0	0	0
Economic indicators					
Value added	USD million	4,911	4,466	2,948	4,061
Net value added	USD million	3,721	3,204	1,768	2,821
Labour productivity	USD million	0.07	0.06	0.04	0.05
Amount of assessed payments	USD million	961	1,245	1,003	919
Amount of mandatory payments paid	USD million	961	1245	1,003	919
Sustainable investments	USD million	183	251	55	378.8
Investments in projects related to achieving technological sovereignty and structural adaptation of the Russian economy	USD million	10.49	4.95	0	22.7

Environmental protection					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Total monetary value of fines for non-compliance with environmental laws	USD thousand	79	141	111.5	326.3
Total number of significant instances of non-compliance with environmental requirements[94]	pieces	0	0	0	0

[94] A significant instance of non-compliance with environmental requirements is characterised by fines or penalties in excess of USD 1,000,000.

GRI 2-27, ASI PS 3.2					
Total number of cases where non-monetary sanctions were imposed *GRI 2-27, ASI PS 3.2*	pieces	0	0	0	0
Total number of cases initiated to resolve disputes related to non-compliance with environmental laws *GRI 2-27, ASI PS 3.2*	pieces	0	0	0	0
Payments for the negative environmental impact (NEI)	USD million	11.9	12.5	9.4	7.1
Total environmental protection costs					
PCB management	USD million	0.2	0.2	0.1	0.1
Other environmental protection costs	USD million	1.8	3.2	1.2	2.1
Waste management	USD million	50.6	89.4	40.6	20.9
Environmental equipment maintenance	USD million	3.9	3.9	4.3	4.1
Land rehabilitation	USD million	1.3	1.0	4.7	0.4
Water protection	USD million	10.5	5.0	5.0	1.1
Atmospheric air protection	USD million	69.9	114.0	116.6	155.4
Biodiversity and reforestation	USD million	-	-	4.5	2.6
Total	USD million	138.2	216.6	177.3	186.8
Water[95]					
Total freshwater withdrawal *GRI 303-3, ASI PS 7.1, 7.3, SASB EM-MM-140a.1*	million m^3	155.4	149.9	140.9	135.3
by source					
surface water	million m^3	121.2	109.1	98.8	94.7
groundwater	million m^3	4.0	12.6	14.4	14.0
produced water	million m^3	14.3	12.5	12.8	12.6
third-party water	million m^3	15.9	15.7	14.8	13.9
Total seawater withdrawal *GRI 303-3, ASI PS 7.1, 7.3*	million m^3	23.0	22.8	22.6	23.0
Total freshwater and seawater withdrawal *GRI 303-3, ASI PS 7.1, 7.3*	million m^3	178.4	172.7	163.5	158.2
Water withdrawal intensity	m^3/t of alumina produced	21.5	29.0	31.8	29.3
Water withdrawal intensity	m^3/t of alumina produced	47.4	45.0	42.5	40.6
Freshwater used for production needs *GRI 303-5, HKEX KPI A2.2, ASI PS 7.1, 7.3*	million m^3	107.5	99.0	91.6	90.0
Total freshwater consumption[96] *GRI 303-5, HKEX KPI A2.2, SASB EM-MM-140a.1, ASI PS 7.1, 7.3*	million m^3	116.1	112	91.6	90.0
by divisions					
Aluminium Division	million m^3	17.8	19.1	14.4	12.9
Alumina Division	million m^3	95.9	82.2	76.4	76.1
New Projects Directorate	million m^3	0.8	1.0	0.6	0.8
Downstream Division	million m^3	1.5	1.7	1.4	0
Percentage of reused and	%	91.5	91.5	91.9	91.3

[95] At Russian enterprises in 2022, water consumption was calculated according to Form 2-TP (vodkhoz) as the sum of the following water use codes: '102' (production needs), "8" (other needs); in 2023, only code "102" (production needs) was taken into account when calculating the indicator (production needs). In the reporting period, the codes '102' (production needs) and '101' (drinking and household needs) were taken into account when calculating the indicator. Divisions located in other countries apply other similar calculation methodologies in line with national accounting specifics.

[96] At Russian facilities, water consumption is calculated in accordance with Form 2-TP (water management) as a sum of the following water use codes: '102' (production needs), '8' (other needs). In the reporting period, only the code '102' (production needs) was considered when calculating the indicator. The units based in other countries apply other similar calculation methodologies that reflect the national specifics of accounting.

recycled water [97]					
Total industrial waste freshwater discharge into surface water bodies[98] *GRI 303-4, ASI PS 6.2*	million m^3	25.9	23.1	18.6	19.9
by type					
untreated	million m^3	21.0	18.5	13.3	14.6
treated	million m^3	4.7	4.5	5.4	5.3
partially clean	million m^3	0.2	0.0	0.2	0.03
Industrial wastewater discharge intensity (discharge into surface water bodies)	m^3/t of alumina produced	3.1	3.88	3.63	3.71
Total seawater discharge *GRI 303-4*	million m^3	22.7	22.8	22.6	23.0
Waste					
Accumulation of non-hazardous waste as at the 2022-year end[99]	million tonnes	1,020.2	989.0	1,009.7	1,332.7
Total amount of accumulated overburden[100] and sludge[101] *GRI MM3*	million tonnes	982.2	917.2	939.6	1,232.05
by type					
overburden	million tonnes	488.0	488.3	542.9	856.9
sludge	million tonnes	494.2	428.0	396.7	404.8
Amount of overburden and sludge generated	million tonnes	82.7	61.7	58.5	45.7
by type					
overburden	million tonnes	68.6	49.0	46.7	35.3
sludge *SASB EM-MM-150a.5.*	million tonnes	14.1	12	11.8	10.4
Waste management, excluding overburden *GRI 306-3, GRI 306-4, GRI 306-5, HKEX KPI A1.3, A1.4, ASI PS 6.5*					
generated	million tonnes	15.6	13.8	13.8	12.2
disposed[102]	million tonnes	13.5	11.4	11.4	10.0
recycled	million tonnes	2.2	2.4	2.2	2.2
Hazardous waste management *HKEX KPI A1.3*					
generated *SASB EM-MM-150a.7.*	million tonnes	0.7	0.8	0.8	0.7
disposed	million tonnes	0.04	0.02	0.02	0.02
recycled *SASB EM-MM-150a.8.*	million tonnes	0.66	0.81	0.75	0.67
Non-hazardous waste management, excluding overburden *HKEX KPI A1.4*					

[97] The indicator is calculated at the following formula: volume of reused and recycled water / (volume of reused and recycled water + volume of freshwater used for production needs).
[98] The significant dynamics of the indicator in the reporting period was due to a change in the data calculation methodology and the complete exclusion of the "transferred to others" category from the calculation of the indicator.
[99] Hereinafter, pursuant to Russian environmental laws, hazardous waste includes waste of hazard classes I, II and III (extremely hazardous, highly hazardous and moderately hazardous), while waste of classes IV and V (low-hazard and practically non-hazardous waste) is considered non-hazardous waste. Enterprises located in other countries determine the type of waste in accordance with their national classification.
[100] Overburden from bauxite and nepheline mining and other overburden (e. g. from the mining of limestone).
[101] Red/nepheline sludge; hereinafter the details for deposits located in Guyana (the Bauxite Company of Guyana) and Guinea (the Kindia Bauxite Company and Dian-Dian), which may be of essence for consolidated indicators of overburden and sludge generation and management, are excluded due to the lack of measurement systems and relevant requirements in national laws.
[102] Hereinafter, this indicator covers the landfilling and accumulation of waste at the Company's facilities, as well as directing waste to other organisations for landfilling.

generated	million tonnes	15.0	13.0	13.0	11.5
disposed	million tonnes	13.5	11.3	11.4	10.0
recycled	million tonnes	1.5	1.6	1.5	1.5
Hazardous waste intensity, excluding overburden *HKEX KPI A1.3*	tonnes/ t of alumina	0.18	0.20	0.20	0.18
Non-hazardous waste intensity, excluding overburden *HKEX KPI A1.4*	tonnes/ t of alumina	3.96	3.39	3.38	2.95
Specific waste					
Red/nepheline sludge from alumina refinery *GRI MM3, SASB EM-MM-150a.5., ASI PS 6.6*					
generated	million tonnes	14.1	12.0	11.8	10.4
disposed	million tonnes	11.7	11.1	10.9	9.0
recycled	million tonnes	0.9	0.9	0.9	0.9
Percentage of red/nepheline sludge from alumina refinery	%	6.6	7.7	7.6	8.4
Spent carbon pot lining *ASI PS 6.7*					
generated	thousand tonnes	33.0	35.0	29.5	31.1
disposed	thousand tonnes	9.1	7.8	6.2	6.7
recycled	thousand tonnes	24.8	24.0	23.9	24.5
Percentage of recycled carbon pot lining	%	75.2	68.7	81	78.8
Air emissions[103] *GRI 305-7, HKEX KPI A1.1, ASI PS 6.1*					
Carbon monoxide (CO)	thousand tonnes	245.3	245.4	248.7	248.0
Particulate matter (PM) (excl. Fsolid, tarry substances, benzo(a)pyrene (B(a)P))	thousand tonnes	35.9	36.1	43.6	42.6
Sulphur dioxide (SO2)	thousand tonnes	45.2	44.3	42.3	43.9
Sum of nitric oxides as nitrogen dioxide (NO2)	thousand tonnes	22.7	19.9	22.5	20.7
Total fluoride (gaseous and solid fluoride)	thousand tonnes	6.0	5.6	5.2	4.7
Other emissions[104]	thousand tonnes	12.6	10.3	8.2	7.0
Volatile organic compounds (VOCs)	thousand tonnes	1.2	0.9	1.2	1.3
Benzo(a)pyrene	thousand tonnes	0.0038	0.0036	0.0033	0.003
Mercury (Hg)	thousand tonnes	0.00	0.00	0.00	0.00
Lead (Pb)	thousand tonnes	0.00	0.00	0.00	0.00
Total	thousand tonnes	368.9	362.6	371.7	368.2
Air emissions intensity	tonnes/t of	0.096	0.094	0.0966	0.0944

[103] Hereinafter the details on the Friguia Bauxite and Alumina Complex (Guinea), which may be of essence for consolidated indicators, are presented separately due to the lack of measurement systems and relevant requirements in the national legislation. As evaluated based on fuel consumption data, SO_2 emissions are estimated at 3.8 thousand tonnes.

[104] This category includes all pollutants specified by Russian legislation, with the exception of CO and pollutants already presented in this table.

	aluminium produced				
SOx emissions intensity	tonnes/t of aluminium produced	0.012	0.012	0.011	0.011
NOx emissions intensity	tonnes/t of aluminium produced	0.006	0.005	0.006	0.005
VOC (volatile organic compounds) emissions intensity	tonnes/t of aluminium produced	0.00031	0.00023	0.00032	0.00033

Climate change					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Direct (Scope 1) GHG emissions [105] *GRI 305-1, GRI 14.1.5, HKEX KPI A1.2*					
by divisions					
Aluminium Division	tonnes CO_2-e	8,868,230	8,899,685	8,968,073	9,368,188
Other facilities	tonnes CO_2-e	19,702,118	19,420,800	18,269,948	16,783,029
Direct (Scope 1) specific GHG emissions from production by electrolysis *HKEX KPI A1.2*	tonnes CO_2-e / t of aluminium produced	2.02	2.00	1.98	1.99
Indirect (Scope 2) GHG emissions *GRI 305-2, GRI 14.1.6, HKEX KPI A1.2*					
by divisions					
Aluminium Division	tonnes CO_2-e	596,093	494,921	422,506	425,292
Other facilities	tonnes CO_2-e	781,888	719,216	709,084	729,523
Other indirect (Scope 3) GHG emissions *GRI 305-3, GRI 14.1.7*					
by divisions					
Aluminium Division	tonnes CO_2-e	5,703,419	8,653,188	8,953,584	9,273,890
Other facilities	tonnes CO_2-e	3,239,797	2,388,583	2,152,414	2,842,374
Specific GHG emissions (Scope 1, 2, 3) *GRI 305-4, GRI 14.1.8*					
Specific GHG emissions per revenue	tonnes CO_2-e / USD million	3,243	2,903	3,232	3,263
Specific GHG emissions for aluminum production	tonnes CO_2-e / t of aluminium produced	10.33	10.58	10.25	10.11
Percentage of funds used to implement climate projects					
Percentage of net profit used to implement climate projects	%	0.01	0.02	0.13	0.12

Energy efficiency					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Fuel consumption *GRI 302-1, GRI 14.1.2, HKEX KPI A2.1, ASI 5.1*					
by fuel type					
Natural gas	billion m^3	3.56	3.20	2.95	3.0
Fuel oil	million tonnes	0.67	0.59	0.58	0.5
Coal	million tonnes	3.56	3.57	3.41	3.0
Diesel fuel	million tonnes	0.10	0.10	0.10	0.1
Other	million tonnes	0.06	0.09	0.12	0.1
Total consumption of non-renewables (fuel)	million GJ	232.2	217.5	201.7	193.5
Percentage of renewable energy consumption	%	52.0	53.95	56.0	58.0

[105] Hereinafter, the 2021 details include the amount of emissions at the Downstream Division facilities that in 2021 amounted to 154,787.67 tonnes of CO_2e (Scopes 1, 2 and 3).

Energy consumption (purchased and otherwise acquired electricity and heat) *GRI 302-1, HKEX KPI A2.1, SASB EM-MM-130a.1.*					
by energy type					
Electric power	million KWh	67	68	69	72
Electric power	million GJ	242.4	243.9	247.3	258.0
Thermal power	million Gcal	0.8	0.9	0.7	0.7
Thermal power	million GJ	3.4	3.7	3.0	3.1
Total energy consumption	million GJ	478.7	466.4	451.9	445.2
Energy consumption from non-renewable sources by fuel type					
Natural gas	GJ	118,610,502	108,023,667	98,219,421	98,773,443
Fuel oil	GJ	26,553,878	23,391,614	22,898,135	20,724,530
Coal	GJ	67,224,232	67,518,800	64,460,718	56,907,276
Gasoline	GJ	103,918	37,800	32,727	36,170
Kerosene	GJ	6,004	5,732	5,821	3,290
Propane and butane	GJ	455,110	461,878	474,421	532,412
Diesel fuel	GJ	4,278,364	4,176,834	4,269,547	4,519,105
Coke	GJ	499,004	705,286	708,755	875,275
Energy consumption from renewable sources by fuel type					
Charcoal	GJ	456,002	954,284	1,135,481	1,029,661
Waste wood	GJ	175,910	339,822	786,527	806,783
Bark waste	GJ	0	0	0	0
Consumption of energy purchased or obtained by any means other than self-generation from non-renewable and renewable fuels					
Electricity consumption	GJ	242,441,972	243,904,527	247,332,220	257,976,000
Heating consumption	GJ	3,401,435	3,656,269	3,014,393	3,043,804
Total energy consumption within the organisation	GJ	464,206,329	453,176,513	443,338,165	445,227,748
Energy intensity *GRI 302-3*					
Energy intensity rate	GJ/t	127.178	119.009	117.4	114.2
Energy intensity rate[106] *HKEX KPI A2.1*	KWh/t	35,333.33	33,055.56	32,624.94	31,711.37
Energy intensity ratio per revenue	GJ/million USD	38,703.2	32,430.0	36,300.5	36,850.5

Headcount					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Total headcount at the end of the reporting period and the number of disabled employees *GRI 2-7, KPI B1.1, SASB EM-MM-000.B, MED П1-2.3, 2.4*					
Total	people	57,933	59,463	57,100	58,174
by country and gender					
Russia	people	47,873	49,313	49,702	51,013
including male	people	34,794	35,728	36,069	36,852
of which disabled people	people	257	269	272	297
including female	people	13,079	13,585	13,633	14,161
of which disabled people	people	88	103	125	138
Armenia	people	676	649	562	465
including male	people	593	572	488	406
of which disabled people	people	1	1	1	1
including female	people	83	77	74	59
of which disabled people	people	0	0	0	0
Jamaica	people	1,134	1,166	1,193	1,217
including male	people	974	997	1,014	1,049
of which disabled people	people	0	0	0	0
including female	people	160	169	179	168
of which disabled people	people	0	0	0	0
Guinea	people	3,816	3,849	3,861	3,673
including male	people	3,585	3,621	3,636	3,470
of which disabled people	people	0	0	0	0
including female	people	231	228	225	203

[106] The indicator was recalculated due to change to the calculation methodology.

of which disabled people	people	0	0	0	0
Ireland	people	459	459	459	459
including male	people	420	420	420	420
of which disabled people	people	0	0	0	0
including female	people	39	39	39	39
of which disabled people	people	0	0	0	0
Guyana	people	113	99	86	87
including male	people	92	82	73	73
of which disabled people	people	0	0	0	0
including female	people	21	17	13	14
of which disabled people	people	0	0	0	0
Sweden	people	488	459	455	458
including male	people	426	404	400	398
of which disabled people	people	0	0	0	0
including female	people	62	55	55	60
of which disabled people	people	0	0	0	0
Other countries[107]	people	588	720	782	802
including male	people	479	593	639	647
of which disabled people	people	9	11	11	9
including female	people	109	127	143	155
of which disabled people	people	0	0	0	0
Total headcount of employees with open-ended employment contracts *GRI 2-7, HKEX KPI B1.1, MED П1-2.15*					
Percentage of employees with open-ended employment contracts	%	92.3	92.4	92.3	91.6
Number of employees with open-ended contracts	people	53,447	54,940	52,724	53,309
including male	people	40,525	41,516	39,790	39,957
including female	people	12,922	13,424	12,934	13,352
Percentage of employees with open-ended contracts in Russia	%	94.8	95.0	95.0	94.6
Percentage of employees with open-ended contracts in other countries	%	80.0	79.6	74.3	70.8
by country and gender					
Russia	people	45,402	46,864	47,230	48,238
including male	people	33,563	34,484	34,718	35,287
including female	people	11,839	12,380	12,512	12,951
Armenia	people	671	644	557	462
including male	people	591	568	486	405
including female	people	80	76	71	57
Jamaica	people	0	0	0	0
including male	people	0	0	0	0
including female	people	0	0	0	0
Guinea	people	3,250	3,272	3,447	3,113
including male	people	3,072	3,095	3,266	2,956
including female	people	178	177	181	157
Ireland	people	444	439	387	389
including male	people	406	401	357	355
including female	people	38	38	30	34
Guyana	people	108	95	82	82
including male	people	87	78	69	69
including female	people	21	17	13	13
Sweden	people	440	444	415	422
including male	people	388	392	371	368
including female	people	52	52	44	54
Other countries	people	424	616	606	603
including male	people	358	522	523	517
including female	people	66	94	83	86
Total headcount of employees with fixed-term contracts *GRI 2-7, MED П1-2.16*					

[107] Hereinafter, “Other countries” include countries where the total number of employees at the end of the year is less than 400 people. This indicator does not include data for Guyana.

Percentage of employees with fixed-term contracts	%	7.7	7.6	7.7	8.4
Number of employees with fixed-term contracts	people	4,486	4,523	4,376	4,865
including male	people	2,961	3,024	2,949	3,358
including female	people	1,525	1,499	1,427	1,507
Percentage of employees with fixed-term contract in Russia	%	5.2	5.0	5.0	5.4
Percentage of employees with fixed-term contract in other countries	%	20.0	20.4	25.7	29.2
by country and gender					
Russia	people	2,471	2,449	2,472	2,775
including male	people	1,231	1,244	1,351	1,565
including female	people	1,240	1,205	1,121	1,210
Armenia	people	5	5	5	3
including male	people	2	4	2	1
including female	people	3	1	3	2
Jamaica	people	1,134	1,166	1,193	1,217
including male	people	974	997	1,014	1,049
including female	people	160	169	179	168
Guinea	people	566	577	414	560
including male	people	513	526	370	514
including female	people	53	51	44	46
Ireland	people	15	20	72	70
including male	people	14	19	63	65
including female	people	1	1	9	5
Guyana	people	5	4	4	5
including male	people	5	4	4	4
including female	people	0	0	0	1
Sweden	people	48	15	40	36
including male	people	38	12	29	30
including female	people	10	3	11	6
Other countries	people	51	104	176	199
including male	people	29	71	116	130
including female	people	22	33	60	69
Total headcount of full-time employees *GRI 2-7, HKEX KPI B1.1*					
Percentage of full-time employees	%	98.9	97.1	98.7	98.6
Percentage of full-time employees in Russia	%	99.7	99.8	99.7	99.6
Percentage of full-time employees in other countries	%	95.0	84.0	92.1	91.5
Number of full-time employees	people	57,308	57,734	56,363	57,358
including male	people	43,046	43,188	42,249	42,752
including female	people	14,262	14,546	14,114	14,606
by country and gender					
Russia	people	47,752	49,207	49,551	50,809
including male	people	34,754	35,702	36,030	36,783
including female	people	12,998	13,505	13,521	14,026
Armenia	people	676	649	562	464
including male	people	593	572	488	405
including female	people	83	77	74	59
Jamaica	people	677	660	657	658
including male	people	609	589	593	588
including female	people	68	71	64	70
Guinea	people	3,814	3,847	3,859	3,671
including male	people	3,585	3,619	3,634	3,468
including female	people	229	228	225	203
Ireland	people	459	459	459	459
including male	people	420	420	420	420
including female	people	39	39	39	39
Guyana	people	112	98	86	87
including male	people	92	82	73	73

including female	people	20	16	13	14
Sweden	people	485	458	454	457
including male	people	423	403	399	397
including female	people	62	55	55	60
Other countries	people	1 114	670	735	753
including male	people	950	561	612	618
including female	people	164	109	123	135
Total headcount of part-time employees *GRI 2-7, HKEX KPI B1.1*					
Percentage of part-time employees	%	1.1	2.9	1.3	1.4
Percentage of part-time employees in Russia	%	0.3	0.2	0.3	0.4
Percentage of part-time employees in other countries	%	5.0	16.0	7.9	8.5
Number of part-time employees	people	625	1,729	737	816
including male	people	440	1,352	490	563
including female	people	185	377	247	253
by country and gender					
Russia	people	121	106	151	204
including male	people	40	26	39	69
including female	people	81	80	112	135
Armenia	people	0	0	0	1
including male	people	0	0	0	1
including female	people	0	0	0	0
Jamaica	people	457	506	536	559
including male	people	365	408	421	461
including female	people	92	98	115	98
Guinea	people	2	2	2	2
including male	people	0	2	2	2
including female	people	2	0	0	0
Ireland	people	0	0	0	0
including male	people	0	0	0	0
including female	people	0	0	0	0
Guyana	people	1	1	0	0
including male	people	0	0	0	0
including female	people	1	1	0	0
Sweden	people	3	1	1	1
including male	people	3	1	1	1
including female	people	0	0	0	0
Other countries	people	37	50	47	49
including male	people	30	32	27	29
including female	people	7	18	20	20
Total headcount of employees with irregular working hours *GRI 2-7*					
Share of employees with irregular working hours	%	0	0	0	0
Share of employees with irregular working hours in Russia	%	0	0	0	0
Share of employees with irregular working hours in other countries	%	0	0	0	0
Number of employees with irregular working hours people	people	0	0	0	0

Diversity					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Gender structure *GRI 405-1, HKEX KPI B1.1, MED П1-2.6*					
Totan number of employees, including	people	57,933	59,463	57,100	58,174
Female	people	14,447	14,923	14,361	14,859
Male	people	43,486	44,540	42,739	43,315
Percentage of female employees	%	24.9	25.1	25.2	25.5
Total number of senior managers, including	people	656	690	699	734
Female	people	114	124	132	134
Male	people	542	566	567	600

Percentage of female senior managers	%	17.4	18.0	18.9	18.3
Total number of mid-level managers, including	people	4,334	4,690	4,615	4,816
Female	people	917	1,016	1,025	1,149
Male	people	3,417	3,674	3,590	3,667
Percentage of female mid-level managers	%	21.2	21.7	22.2	23.9
Total number of specialists, including	people	7,880	8,179	8,021	8,337
Female	people	4,296	4,544	4,424	4,708
Male	people	3,584	3,635	3,597	3,629
Percentage of female specialists	%	54.5	55.6	55.2	56.5
Total number of workers, including	people	45,063	45,904	43,765	44,287
Female	people	9,120	9,239	8,780	8,868
Male	people	35,943	36,665	34,985	35,419
Percentage of female workers	%	20.2	20.1	20.1	20.0
Age structure *HKEX KPI B1.1*					
Employees aged under 30	people	8,460	7,990	7,412	7,676
Percentage of employees aged over 30	%	14.6	13.4	13.0	13.2
Employees aged 30 to 50	people	36,407	37,399	35,947	36,048
Percentage of employees aged 30 to 50	%	62.8	62.9	63.0	62.0
Employees aged over 50	people	13,066	14,074	13,741	14,450
Percentage of employees aged over 50	%	22.6	23.7	24.1	24.8
Employees by category and age					
Senior managers	people	656	690	699	734
under 30 years	people	1	1	6	0
30–50 years	people	395	424	405	414
over 50 years	people	260	265	288	320
Mid-level managers	people	4,334	4,690	4,615	4,816
under 30 years	people	126	120	109	119
30–50 years	people	2,960	3,147	3,081	3,193
over 50 years	people	1,248	1,423	1,425	1,504
Specialists	people	7,880	8,179	8,021	8,337
under 30 years	people	1,068	1,061	969	1,096
30–50 years	people	5,252	5,422	5,343	5,456
over 50 years	people	1,560	1,696	1,709	1,785
Workers	people	45,063	45,904	43,765	44,287
under 30 years	people	7,265	6,808	6,328	6,461
30–50 years	people	27,800	28,406	27,118	26,985
over 50 years	people	9,998	10,690	10,319	10,841
Percentage of senior management hired from the local community *GRI 202-2*					
Total	%	90.4	90.9	91.6	90.3
Russia	%	99.8	99.8	100	99.5
Other countries	%	60.8	64.6	60.7	55.3

New employee hires and employee turnover					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Number of new employee hires *GRI 401-1*					
Total	people	8,154	6,480	6,429	9,569
by region of operations and age					
Russia	people	7,327	5,747	5,848	9,010
under 30 years	people	2,664	2,112	2,331	3,413
30–50 years	people	4,109	3,205	3,008	4,661
over 50 years	people	554	430	509	936
Other countries	people	827	733	581	559
under 30 years	people	333	263	193	193
30–50 years	people	400	335	333	298
over 50 years	people	94	135	55	68
Total turnover at the year-end *GRI 401-1, HKEX KPI B1.2, МЕД П1-2.17*					
Total	%	10.6	9.5	11.3	14.7
by age					

under 30 years	%	19.2	18.4	21.9	28.8
30–50 years	%	8.3	7.1	8.9	12.1
over 50 years	%	11.5	10.9	11.8	13.4
by region of operations and age					
Russia	%	11.0	9.7	11.7	15.0
including female	%	10.6	9.5	11.4	12.9
under 30 years	%	21.4	21.0	23.4	27.9
30–50 years	%	8.9	7.9	9.7	10.8
over 50 years	%	10.3	8.8	11.2	12.1
including male	%	11.1	9.7	11.8	15.8
under 30 years	%	19.4	18.8	22.4	30.7
30–50 years	%	8.7	7.3	9.2	12.9
over 50 years	%	12.1	10.5	12.4	14.1
Other countries	%	8.7	8.7	8.2	12.0
including female	%	7.5	13.3	11.5	16.3
under 30 years	%	15.1	26.2	23.9	20.5
30–50 years	%	4.3	7.9	10.2	15.1
over 50 years	%	10.1	18.5	9.0	17.0
including male	%	9.0	8.0	7.8	11.6
under 30 years	%	16.3	11.1	14.5	15.9
30–50 years	%	6.1	4.7	5.6	10.3
over 50 years	%	11.6	13.7	10.6	12.7

Payroll					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Labour costs, Total *MED П1-2.1*					
Labour costs	USD	883,140,663	1,126,770,537	931,402,395	1,028,980,325
Minimum entry level wage *GRI 202-1*					
by country					
Russia	USD	246	321	279	257
including female	USD	246	321	279	282
including male	USD	246	321	279	257
Armenia	USD	439	564	626	589
including female	USD	444	729	765	733
including male	USD	439	564	626	589
Jamaica	USD	313	345	384	413
including female	USD	313	345	384	413
including male	USD	313	347	384	413
Guinea	USD	69	77	79	78
including female	USD	69	77	79	78
including male	USD	69	77	79	78
Guyana	USD	556	554	560	558
including female	USD	556	554	560	558
including male	USD	603	605	560	599
Nigeria	USD	143	131	42	49
including female	USD	192	172	76	69
including male	USD	143	131	42	49
Ratio of RUSAL's minimum entry level wage to established minimum wage *GRI 202-1, ASI PS 10.7a*					
by country					
Russia	ratio	1.4	1.4	1.5	1.2
Armenia	ratio	2.3	2.6	2.4	2.2
Jamaica	ratio	1.6	1.4	1.1	1.0
Guinea	ratio	1.5	1.2	1.2	1.2
Guyana	ratio	2.6	1.9	2.0	2.1
Nigeria	ratio	1.9	1.8	0.9	1.0
The average wage of men in relation to the average wage of women *MED П1-2.2.*					
Russia	ratio	1.6	1.6	1.4	1.5
Armenia	ratio	2.3	2.1	1.7	1.8

The average wage of men in relation to the average wage of women *GRI 405-2*					
Total remuneration					
Russia	ratio	3.9	3.7	3.6	3.5
Other countries	ratio	6.4	5.9	6.2	6.1
Senior managers					
Russia	ratio	9.0	5.6	15.6	5.2
Other countries	ratio	9.9	13.7	14.7	5.7
Mid-level managers					
Russia	ratio	3.8	3.1	6.3	2.7
Other countries	ratio	6.5	4.6	4.7	5.4
Specialists					
Russia	ratio	1.0	0.9	0.9	0.9
Other countries	ratio	2.0	1.5	1.9	2.0
Workers					
Russia	ratio	5.0	4.9	5.0	5.0
Other countries	ratio	9.0	22.4	19.7	21.7
Base salary					
Russia	ratio	1.3	1.3	1.3	1.3
Other countries	ratio	0.9	0.7	0.7	0.7
Senior managers					
Russia	ratio	1.7	1.1	1.3	1.3
Other countries	ratio	1.1	1.5	1.5	1.3
Mid-level managers					
Russia	ratio	1.1	1.1	1.1	1.1
Other countries	ratio	1.2	0.9	0.6	0.8
Specialists					
Russia	ratio	1.5	1.4	1.4	1.4
Other countries	ratio	1.1	0.7	0.7	0.8
Workers					
Russia	ratio	1.4	1.4	1.4	1.4
Other countries	ratio	1.0	2.1	1.0	0.9
Bonuses					
Russia	ratio	4.5	4.1	3.7	3.7
Other countries	ratio	7.0	8.7	6.0	5.5
Senior managers					
Russia	ratio	10.4	5.8	11.3	5.2
Other countries	ratio	10.6	16.5	39.0	5.2
Mid-level managers					
Russia	ratio	3.4	2.7	2.1	2.4
Other countries	ratio	5.9	3.5	1.8	6.5
Specialists					
Russia	ratio	1.0	1.0	0.9	1.0
Other countries	ratio	1.5	1.6	1.1	2.4
Workers					
Russia	ratio	5.2	5.0	4.9	4.9
Other countries	ratio	7.6	21.1	12.3	25.5
The average wage of men and women *МЕД П1-2.7.*					
Russia	USD	1,066	1,299	1,164	1,275
Other countries	USD	1,035	1,057	1,469	1,684
Senior managers					
Russia	USD	9,770	9,278	7,614	7,474
Other countries	USD	6,887	9,384	11,799	11,025
Mid-level managers					
Russia	USD	3,039	2,151	1,946	2,096
Other countries	USD	2,568	2,011	3,599	2,804
Specialists					
Russia	USD	1,121	1,437	1,275	1,364
Other countries	USD	1,514	1,271	1,767	2,035
Workers					
Russia	USD	916	1,084	962	1,069

Other countries	USD	692	1,625	945	946

Benefits					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Collective bargaining agreements *GRI 2-30, SASB EM-MM-310a.1, ASI PS 10.1b*					
Percentage of employees covered by collective bargaining agreements	%	84.6	86.2	85.5	84.4
Russia	%	85.7	87.9	87.7	85.9
Other countries	%	79.5	78.4	70.8	74.0
Parental leave *GRI 401-3*					
Total number of employees entitled to parental leave	people	7,186	5,924	6,539	5,795
including female	people	1,536	1,275	1,634	1,318
including male	people	5,650	4,649	4,905	4,477
Total number of employees that took parental leave	people	312	333	352	559
including female	people	291	320	309	305
including male	people	21	13	43	254
Total number of employees that returned to work in the reporting period after parental leave ended	people	280	317	270	486
including female	people	267	300	237	265
including male	people	13	17	33	221
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	people	215	227	222	207
including female	people	203	221	213	189
including male	people	12	6	9	18
Return to work of employees that took parental leave	%	84.3	80.9	83.6	88.5
including female	%	84.0	80.9	83.5	82.6
including male	%	92.9	81.0	84.6	96.9
Retention rate	%	80.8	81.1	70.0	76.7
including female	%	81.5	82.8	71.0	79.8
including male	%	70.6	46.2	52.9	54.6

Other types of employees					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Number of employees with three or more children					
Number of employees	people	2,720	2,869	2,854	2,893
Employees with disabilities					
Total number of employees with disabilities	people	345	372	397	445
Percentage in total number of employees	%	0.60	0.63	0.70	0.80
Number of working pensioners					
Total number of pensioners[108]	people	1,821	1,794	1,774	6,305
Percentage in total number of employees	%	33.1	3.0	3.1	10.4

Employee training					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Percentage of employees who received training *HKEX KPI B3.1*					
by gender					
Men	%	15	50.0	42.8	41.7

[108] Since 2024, pensioners on preferential pensions (early pension for working in harmful conditions) began to be taken into account in the total number of working pensioners.

Women	%	27	29.0	33.3	28.2
by category[109]					
Senior managers	%	54.6	10.4	59.7	76.8
Middle managers	%	60.8	62.6	62.8	66.7
Specialists	%	65.5	45.9	39.3	42.9
Workers	%	5.2	36.6	38.0	33.6
Total hours of training *GRI 404-1, HKEX KPI B3.2*					
Total hours of training per year	units	132,173	1,153,542	2,158,473	3,158,996
by gender					
Total hours of training for female	units	56,834	234,171	411,461	496,493
Total hours of training for male	units	75,339	910,893	1,747,012	2,662,503
by category					
Total number of training hours per year for senior manager	units	925	7,231	37,012	57,118
Total number of training hours per year for middle manager	units	35,680	108,909	235,036	284,994
Total number of training hours per year for specialist	units	89,025	184,558	320,233	241,065
Total number of training hours per year for worker	units	6,543	852,844	1,566,193	2,575,819
The average number of hours of training per trained employee *GRI 404-1, HKEX KPI B3.2*					
The average number of hours of training per employee	units	2.3	19.4	37.8	54.3
by gender					
The average number of hours of study per female	units	3.9	15.7	28.7	33.4
The average number of hours of study per male	units	1.7	20.5	40.9	61.5
by category					
Average number of training hours per year per senior manager	units	1.4	10.5	52.9	77.8
Average number of training hours per year per middle manager	units	8.2	23.2	50.9	59.2
Average number of training hours per year per specialist	units	11.3	22.6	39.9	28.9
Average number of training hours per year per worker	units	0.1	18.6	35.8	58.2
Employee training expenses					
Total	thousand RUB	352,600	435,112	530,417	543,683
Per employee	thousand RUB	6.09	7.32	9.29	9.35

Personnel expenses					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Expenses for organising and holding social, fitness and recreational events for employees and their family members, share of expenses to revenue *МЕД П1-2.9, П1-2.12, П1-2.19, П1-4.1, П2-1.1, П2-1.2, П2-1.12, П2-1.13,*					

[109] Values for 2021-2022 have been adjusted due to a change in counting methodology.

П2-3.1, П2-3.2, П2-4.1, П2-4.2, П2-4.3					
Organising and holding social, fitness and recreational activities for employees and their families	USD million	1.87	2.52	2.70	4.55
Average per employee	USD million	0.000033	0.000044	0.000048	0.000081
Share to revenue	%	0.02	0.02	0.02	0.04
Employee training	USD million	4.79	6.35	6.22	5.87
Average per employee	USD million	0.000083	0.000107	0.000109	0.000101
Share to revenue	%	0.04	0.05	0.05	0.05
Organisation and conduct of medical events for employees and their family members	USD million	13.67	15.48	13.76	16.68
Average per employee	USD million	0.000244	0.000269	0.000247	0.000298
Share to revenue	%	0.11	0.11	0.11	0.14
Family and parenting support programmes	USD million	1.39	2.02	2.16	2.40
Average per employee	USD million	0.000025	0.000035	0.000039	0.000043
Share to revenue	%	0.01	0.01	0.02	0.02
Financial assistance programmes for employees in difficult life situations	USD million	1.06	3.27	2.65	3.01
Average per employee	USD million	0.000019	0.000057	0.000048	0.000054
Share to revenue	%	0.01	0.02	0.02	0.02
Housing programmes	USD million	1.85	1.90	1.56	1.45
Average per employee	USD million	0.000033	0.000033	0.000028	0.000026
Share to revenue	%	0.02	0.01	0.01	0.01
Corporate non-state pension and/or long-term savings programmes	USD million	0.81	1.03	0.91	0.99
Average per employee	USD million	0.000015	0.000018	0.000016	0.000018
Share to revenue	%	0.01	0.01	0.01	0.01

Other					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Percentage of employees participating in corporate volunteering projects *МЕД П1-2.20*					
Number of corporate volunteers	people	866	1 816	2 989	3 127
Share	%	1.49	3.05	5.23	5.38

OHS metrics				
Indicator	**Unit**	**2022**	**2023**	**2024**
Workers covered by an occupational health and safety management system *GRI 403-8*				
RUSAL	people	59,463	57,100	56,537
Contractors[110]	people	-	17,462	15,267
Workers covered by an occupational health and safety management system that has been internally audited *GRI 403-8*				
RUSAL	people	59,463	57,100	21,275
Contractors	people	-	17,462	12,613
Workers covered by an occupational health and safety management system that has been audited or certified by an external party *GRI 403-8*				
RUSAL	people	22,222	23,944	10,314
Contractors	people	-	-	6,705
Number of fatalities as a result of work-related injuries (employees)[111] *GRI 403-9, SASB EM-MM-320a.1, HKEX KPI B2.1*	pieces	4	1	6
Number of fatalities as a result of work-related injuries (contractors), *GRI 403-9, SASB EM-MM-320a.1*	pieces	1	2	4

[110] Contractors are employees whose work and/or workplace is controlled by RUSAL.
[111] Hereinafter in the Key quantitative data section, the details of injuries and occupational diseases cover only recorded cases for the existing employees and contractors.

Number of high-consequence work-related injuries (employees) *403-9*	pieces	18	11	18
Number of high-consequence work-related injuries (contractors) *403-9*	pieces	6	9	3
Total number of injuries (employees)	pieces	85	84	89
Total number of injuries (contractors)	pieces	22	26	24
Number of recordable injuries (employees) *GRI 403-9, SASB EM-MM-320a.1*	pieces	-	115	116
Number of recordable injuries (contractors) *GRI 403-9, SASB EM-MM-320a.1*	pieces	-	31	35
Fatality rate (employees) per 200,000 hours worked *GRI 403-9, SASB EM-MM-320a.1, HKEX KPI B2.1*	ratio	0.008	0.002	0.066
High-consequence injuries rate (employees) *GRI 403-9, SASB EM-MM-320a.1*	ratio	0.04	0.02	0.013
TRIFR (employees)[112] *GRI 403-9, SASB EM-MM-320a.1*	ratio	0.23	0.24	0.26
LTIFR	ratio	0.15	0.15	0.16
LTIFR (employees)	ratio	0.17	0.18	0.18
LTAFR (employees) [113]	ratio	0.18	0.18	0.20
LTISR[114] (employees)	ratio	-	13.00	14.37
Occupational injury rate (employees)[115]	ratio	-	1.39	1.64
NMFR per 200,000 hours worked (employees), *SASB EM-MM-320a.1*	ratio	-	-	0,15
Hours worked (employees) *GRI 403-9*	million man-hours	95.6	93.9	90.8
Number of days lost due to work-related injuries (employees) *HKEX KPI B2.2*	pieces	6,486	6,107	6,528
Number of fatal non-work-related injuries (employees)	pieces	-	3	6
Frequency of fatalities due to non-production accidents per 200 thousand hours worked (employees)	ratio	-	0.006	0.013
Cases of occupational diseases (employees) *GRI 403-10*	pieces	123	142	163
Fatal accidents due to occupational diseases (employees) *GRI 403-10*	pieces	0	0	0
Average number of HSE training (employees) *SASB EM-MM-320a.1*	man-hours	24.8	27.5	14
Number of registered incidents	pieces	13	14	13
Number of registered acccidents	pieces	0	0	0
Number of registered fires	pieces	4	12	6
Number of registered accidents on public roads resulting in	pieces	0	0	0

[112] Hereinafter in the Key quantitative data section, the TRIFR figure is determined per 200,000 man-hours worked and covers occupational fatalities, injuries with temporary or permanent disability, and minor injuries requiring first aid and/or transfer to another work.
[113] Hereinafter in the Key quantitative data section, the LTAFR figure is determined per 200,000 man-hours worked and covers fatal, severe and minor injuries with temporary disability recorded by the Company over the given period.
[114] Hereinafter in the Key quantitative data section, the LTISR figure is determined per 200,000 man-hours worked and factors in the number of days of disability caused by occupational injuries over the given period.
[115] Calculated as the ratio of the number of accidents for the reporting period to the average number of employees for the same period multiplied by 1000

spillage/spillage of transported product				
Number of registered emergencies	pieces	0	0	0
Share of facilities for which SRP Plans *GRI 14.15.4*	%	100	100	100
Share of mine sites for which SRP Plans *GRI 14.15.4*	%	Inapplicable		
Share of facilities for which EPR Plans *GRI 14.15.4*	%	100	100	100
Share of mine sites for which EPR Plans *GRI 14.15.4*	%	100	100	100
Labour protection costs, total	RUB thousand	-	4,026,000	6,515,119
Labour protection costs per employee	RUB thousand	-	70.5	115.2

Local communities					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Social investment by category					
Educational projects	%	26.9	33.3	34.8	28.5
Social assistance and support	%	2.0	5.6	3.7	1.5
Social infrastructure and urban environment	%	18.7	6.5	24.1	10.0
Culture	%	2.9	3.8	0.2	3.1
Environmental and animal protection	%	5.0	8.2	3.1	1.7
Healthcare	%	32.5	4.2	8.7	4.6
Sports	%	3.9	37.2	15.6	26.3
Volunteering	%	0.7	1.2	1.5	0.4
Development of NPOs and local communities	%	7.5	-	8.3	23.8
Total social investment	USD million	45.12	33.66	55.47	65.63
The relation of social investments to revenue by category in 2024 *МЕД П2-1.5, П2-1.9, П2-2.5, П2-2.9, П2-2.11, П2-3.2, П2-3.4*					
Educational projects	%	0.101	0.080	0.158	0.150
Social assistance and support	%	0.008	0.013	0.017	0.008
Social infrastructure and urban environment	%	0.070	0.016	0.109	0.052
Culture	%	0.011	0.009	0.001	0.016
Environmental and animal protection	%	0.019	0.020	0.014	0.009
Healthcare	%	0.122	0.010	0.040	0.024
Sports	%	0.015	0.090	0.071	0.138
Volunteering	%	0.003	0.003	0.007	0.002
Development of NPOs and local communities	%	0.028	-	0.038	0.125

Corporate governance					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Board composition *GRI 2-9, 405-1*					
Total number of Board members	people	14	13	13	12
Number of independent directors	people	8	7	8	6
Board members by age					
35–50 years	people	4	4	4	1
50–70 years	people	9	8	7	10
over 70 years	people	1	1	2	1
Tenure on the Board					
under 2 years	people	2	3	3	4
2–5 years	people	9	8	8	7
over 5 years	people	3	2	2	1
Number of Board meetings	pieces	29	37	29	33

Senior management by gender *GRI 2-9, 405-1*					
Men	people	13	11	11	8
Women	people	1	2	2	4
Percentage of women	%	7	15	15	33
Independence of the Board committees *GRI 2-9*					
Audit Committee	%	100	100	100	100
Corporate Governance and Nomination Committee	%	100	100	100	100
Remuneration Committee	%	100	100	100	100
Health, Safety and Environmental Committee	%	83	75	75	60
Compliance Committee	%	100	100	100	100
Remuneration for the highest governance bodies *GRI 2-9*					
Remuneration (including salaries, other payments and bonuses for executive directors)	USD thousand	7 629	7 817	7 818	8 093
Executive directors	USD thousand	2 965	3 567	3 641	4 090
Non-executive directors	USD thousand	889	641	827	800
Independent non-executive directors	USD thousand	3 775	3 609	3 350	3 203
Number of Board meetings and attendance rate					
Number of Board meetings	pieces	29	37	39	33
Attendance rate	%	-	90	96	97
Number of the Audit Committee meetings and attendance rate					
Number of the Audit Committee meetings	pieces	10	8	7	10
Attendance rate, %	%	-	96	100	87

Business ethics					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Number of confirmed violations of internal codes of business conduct	pieces	4	0	12	12
Number of concluded and initiated legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period *HKEX KPI B7.1*	pieces	0	1	3	4
Governance body members that the organisation's anti-corruption policies and procedures have been communicated to *GRI 205-2*	%	100	100	25	100
Employees that the organisation's anti-corruption policies and procedures have been communicated to *GRI 205-2*	pieces	57,933	6,023	2,380	3,960
Business partners that the organisation's anti-corruption policies and procedures have been communicated *GRI 205-2*	%	100[116]	100	100	100
Governance body members that have received training on anti-corruption *GRI 205-2, HKEX KPI B7.3*	pieces	0	0	25	0
Employees that have received training on anti-corruption *GRI 205-2, HKEX KPI B7.3*	pieces	1,817	2,043	2,163	3,960
Employees who received training on Reporting Conflict of Interest by Company Employees *GRI 2-15*	pieces	3,755	5,249	6,537	-
Number of conflict of interest reports *GRI 2-15*	pieces	3,755	4,643	5,550	40
Instances of bringing the organisation, its subsidiaries and associates to administrative liability for corrupt practices	pieces	0	0	0	0
Compliance with laws *GRI 206-1*					
Significant fines for antitrust violations	USD	0	0	0	0
Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	pieces	0	0	0	0
SignAL hotline *GRI 2-7, 2-26*					
Number of grievances received to the SignAL hotline	pieces	612	303	273	328

[116] The information is posted in the public domain on the Company's website and is open for review by counterparties.

by category					
Labour relations	pieces	213	126	131	161
Counterparty engagement	pieces	146	90	74	73
HSE issues	pieces	29	42	32	40
Asset safety	pieces	32	21	13	25
Conflicts of interest	pieces	n/a	7	7	15
Other	pieces	192	17	16	14

Supply chain[117]					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Total number of suppliers *HKEX KPI B5.1*	pieces	15,619	11,546	12,015	15,211
Management Company	pieces	111	99	82	81
Aluminium Division	pieces	6,745	3,480	3,824	7,053
Alumina Division	pieces	6,823[118]	5,122	4,866	5,316
Downstream Division	pieces	1,607	2,224	2,633	1,833
New Projects Directorate	pieces	333	621	610	928
Total number of local suppliers[119] *HKEX KPI B5.1*	pieces	7,691	7,806	10,749	13,386
Management Company	pieces	11	55	49	50
Aluminium Division	pieces	3,127	1,051	3,734	6,931
Alumina Division	pieces	3,792	4,194	4,058	4,138
Downstream Division	pieces	660	2,039	2,301	1,732
New Projects Directorate	pieces	101	467	607	535
Purchases from suppliers *GRI 204-1*	USD million	8,574	7,802	3,874	3,380
Management Company	USD million	2,138	2,554	1,722	1,722
Aluminium Division	USD million	4,440	3,456	623	156
Alumina Division	USD million	1,887	1,602	1,049	1,156
Downstream Division	USD million	87	116	159	187
New Projects Directorate	USD million	22	74	322	158
Purchases from local suppliers *GRI 204-1*	USD million	2,709	2,714	2,638	2,083
Management Company	USD million	272	1,318	929	834
Aluminium Division	USD million	1,533	138	506	152
Alumina Division	USD million	870	1,144	742	783
Downstream Division	USD million	28	114	139	172
New Projects Directorate	USD million	6	21	322	140
Percentage of new suppliers that were screened using environmental criteria *GRI 308-1*	%	-	25	1.27	100
Percentage of new suppliers that were screened using social criteria *GRI 414-1*	%	19	25	1.27	100
Number of supplier audits on sustainability performance verification, including human rights issues	pieces	84	55	130	72
Percentage of purchases from local suppliers in total purchases *GRI 204-1*	%	32	35	68	62

[117] Hereinafter in the Key quantitative data section, the sustainable sourcing figures for the Mykolaiv Alumina Refinery are not disclosed, as collecting such data is rendered impossible.
[118] The 2021 data for the Alumina Division has been clarified and adjusted.
[119] In 2023 the definition of 'Local suppliers' was changed. RUSAL's enterprise now considers its suppliers local, if they are registered in the same country of operation as the enterprise.

Management Company	%	13	52	54	48
Aluminium Division	%	35	4	81	97
Alumina Division	%	46	71	71	68
Downstream Division	%	33	80	87	92
New Projects Directorate	%	27	29	100	89
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling *GRI 417-2*	pieces	5	4	2	1

Business system and innovation					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Business system (BS) enhancement					
Number of projects aimed at the BS enhancement (Company-level projects aimed at improving logistics operations, quality, supplier development, etc.)	pieces	94	112	101	98
Number of in-plant projects (enterprise-level projects aimed at reducing losses, optimising the equipment performance, etc.)	pieces	205	198	168	284
Cumulative economic effect of the BS implementation	USD million	43.2	26.18	58.58	122.43
Kaizen Workshops					
Number of improvements proposed by employees	pieces	12,714	12,787	13,035	10,671
Number of implemented improvements proposed by employees	pieces	11,903	11,626	11,855	9,385
Number of Kaizen Workshops	pieces	10	10	10	13
Improvement of the Year competition					
No. of trainees	people	1,232	1,303	1,276	1,376
Economic effect of implemented Kaizen proposals and projects	USD million	14.77	11.31	11.47	21.11
Training on the business system					
Number of employees that completed internal training	people	6,718	7,045	4,717	5,821
Number of employees that completed external training	people	79	70	68	71
Number of employees that completed distance training	people	6,221	2,337	2,570	5,845
Number of trainings on various topics in organising and improving the production process	pieces	367	428	336	410
Innovation management					
Investment in R&D	USD million	-	-	21.4	21.6

Quality management system					
Indicator	**Unit**	**2021**	**2022**	**2023**	**2024**
Quality management audits					
Number of internal corporate audits	pieces	34	22	24	23
Number of independent audits	pieces	30	30	40	34
Quality training for employees					
Number of employees trained	people	2,085	1,831	2,433	2,117
Number of quality trainings	pieces	26	25	28	29

Appendix 4. Internal regulatory documents

GRI 2-23

Area of application	Internal regulatory documents
Environment	
Environmental protection	– Environmental Policy – Guidelines on the Environmental Management System – Code of Corporate Ethics – Biodiversity Conservation Policy
Climate change	– Climate Strategy 2035 (with a 2050 outlook) – Methodology for Determining Direct Greenhouse Gas Emissions in Primary Aluminium Production – Methodology for Determining Direct Greenhouse Gas Emissions in Alumina Production – Methodological Guidelines for Quantifying Greenhouse Gas Emissions from the Production of Electricity Supplied from the Energy System of the Russian Federation
Social	
Employees	– HR Management Policy – Regulations on the Training and Education of Personnel – Talent Pool Regulation – Non-Financial Motivation Regulation – Code of Corporate Ethics – Human Rights Policy – Personal Data Protection Policy – Equal Opportunities Policy – Social Investment Strategy
OHS	– Occupational Safety Policy – Statement on Industrial and Fire Safety Policy – Cardinal Rules of Work Safety – Guidelines of the Occupational Health Management System, Industrial Safety Management System, Fire Safety System – Regulations on Accounting, Investigation and Analysis of Occupational Safety Incidents – Regulations on Contractor Engagement in the Area of Occupational Health, Industrial Safety and Environment – Risk Assessment Regulations – *to be approved in 2024* – Regulation on the Integrated Safety Management Structure – *to be approved in 2024* – Regulations on Replicating the Look Around Project – *to be approved in 2024*
Local communities	– Charity and Sponsorship Policy – Local Community Engagement Policy – Sustainability Strategy

	– Social Investment Strategy 2035 – Social Investment Policy
Governance	
Corporate governance	– Regulation on the General Meeting of Shareholders – Regulation on the Board of Directors – Regulation on Prevention and Settlement of Conflicts of Interest – Regulation on the Corporate Governance and Nomination Committee – Regulation on the Audit Committee – Regulation on the Remuneration Committee – Regulation on the Audit Commission – Internal Audit Policy – Regulation on the Dividend Policy
Risk management and internal control	– Risk Management and Internal Control System Policy – Tax Policy
Business ethics, integrity and compliance	– Code of Corporate Ethics – Business Partner Code – Compliance Policy – Anti-Corruption Policy – Charity and Sponsorship Policy – Policy on Gifts, Benefits and Hospitality – Regulations on the Compliance System Operation
Sustainable supply chain of raw materials, goods and services	– Business Partner Code – Responsible Sourcing Policy – Procurement Regulations – Complaint Management Regulations – Regulations on Category Procurement Management – Regulations on Qualification of Raw Materials and Supplies Producers – Regulations on Audits of Raw Materials and Supplies Producers – Regulations on Counterparty Compliance Accreditation – Methodology of Rating Raw Materials and Supplies Producers – Guidelines on Enhancing the Supplier Quality Management System – Regulation on Trade Secret Mode – Quality Agreement with vendors of raw materials, supplies and services

Information security	– UC RUSAL Information Security Concept – Information Security Management System Policy – Information Security Policy – Personal Data Processing Policy – Regulation on the Applicability of Management Tools of the ISO 27001:2005 Standard – Regulation on Confidential Information – Regulation on the Procedure for Personal Data Processing and Protection – Regulation on the Commission to Determine the Level of Protection of Personal Data Processed in Personal Data Information Systems, to Assess Harm to Personal Data Subjects and Efficiency of Measures to Protect Personal Data in Personal Data Information Systems – Regulation on the Procedure for Personal Data Destruction – Model Regulation on Protection of Automated Process Control Systems
Digitalisation and innovation	– IT Strategy – Digital Company Strategy

Appendix 5. GRI content index

Statement of use	UC RUSAL prepared the Report in accordance with the GRI Standards for the reporting period 01.01.2024 – 31.12.2024
GRI 1 used	GRI 1: Foundation (2021)[120]
Sector standard	GRI 14: Mining Sector (2024)

Indicator GRI		**GRI 14: Mining Sector**	Cross-reference	Additional information	HKEX	ASI	Excluded information
GRI 2: General Disclosures (2021)							
1. The organisation and its reporting practices							
GRI 2-1	Organisational details	-	At a glance Geography of assets	The address of the Company's head office is presented on the official website	-	-	
GRI 2-2	Entities included in the organisation's sustainability reporting	-	Geography of assets Appendix 1 'About the Report'		-	-	
GRI 2-3	Reporting period, frequency and contact point	-	Appendix 1 'About the Report' Contact information		-	-	
GRI 2-4	Restatements of information	-	Appendix 1 'About the Report'		-	-	
GRI 2-5	External assurance	-	Appendix 1 'About the Report' Appendix 10 'External Assurance'		-	-	
2. Activities and workers							
GRI 2-6	Activities, value chain and other	-	At a glance RUSAL's products		KPI B5.1-B5.4	Criterion 2.4	

[120] The principles are outlined in Appendix 1 'About the Report'

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
	business relationships		Geography of assets Sustainable supply chain of raw materials, goods and services Appendix 3 'Key quantitative data'				
GRI 2-7	Employees	-	Personnel structure Appendix 3 'Key quantitative data'		KPI B1.1		
GRI 2-8	Workers who are not employees	-	Personnel structure		-	-	The Company does not collect the data regarding the total amount of workers who are not employees and whose work is controlled by the Company. The data regarding the types of work performed by such workers was not collected during the reporting period.
3. Governance							
GRI 2-9	Governance structure and composition	-	Corporate governance Appendix 2 'Additional information' Appendix 3 'Key quantitative data'	See the Profiles of the Board members, General Director and senior management and the Corporate Governance Report sections in the Annual Report 2024. The Board has no stakeholders among its members	-	Criteria 2.1 and 2.2	
GRI 2-10	Nomination and selection of the highest governance body	-	Corporate governance	See the Corporate Governance Report section in the Annual Report 2024	-	-	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
GRI 2-11	Chair of the highest governance body	-	Corporate governance	See the Corporate Governance Report section in the Annual Report 2024		Criterion 2.2	
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	-	RUSAL's sustainability strategy and targets to 2035 Enhanced corporate governance for sustainable development Risk management and internal control Appendix 2 'Additional information'	The Company's divisions provide the Board with regular stakeholder feedback as part of their regular performance reports	Paras. 10,13	Criteria 1.1 and 3.1	
GRI 2-13	Delegation of responsibility for managing impacts	-	Corporate governance Enhanced corporate governance for sustainable development		Para. 13	Criterion 2.2	
GRI 2-14	Role of the highest governance body in sustainability reporting	-	Corporate governance Enhanced corporate governance for sustainable development Appendix 1 'About the Report'	The Sustainability Report was approved at the Board meeting	Paras. 10,13	-	
GRI 2-15	Conflicts of interest	-	Ethics, integrity and compliance Appendix 3 'Key quantitative data'	See the Report of the Board of Directors and the Corporate Governance Report sections in the Annual Report 2024	-	-	
GRI 2-16	Communication of critical concerns	-	Risk management and internal control Ethics, integrity and compliance	Significant sustainability issues are communicated to the Board on a quarterly basis	Paras. 10,13	-	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
GRI 2-17	Collective knowledge of the highest governance body	-	Enhanced corporate governance for sustainable development	See the Corporate Governance Report section in the Annual Report 2024	Paras. 10,13		
GRI 2-18	Evaluation of the performance of the highest governance body	-	Corporate governance	See the Corporate Governance Report section in the Annual Report 2024	-	-	The Board of Directors' performance assessment does not take into account ESG criteria
GRI 2-19	Remuneration policies	-	Corporate governance	See the Report of the Board of Directors section in the Annual Report 2024	-	-	RUSAL's senior management remuneration policy is disclosed in the Company's annual financial statements
GRI 2-20	Process to determine remuneration	-	Motivation and remuneration Corporate governance	See the Report of the Board of Directors section in the Annual Report 2024	-	-	
GRI 2-21	Annual total compensation ratio	-	-		-	-	The information is not disclosed due to confidentiality restrictions
4. Strategies, policies and practices							
GRI 2-22	Statement of sustainable development strategy	-	Message from the Chairman Message from the General Director		Paras. 10,13	-	
GRI 2-23	Policy commitments	-	RUSAL's sustainability strategy and targets to 2035 SDGs and business priorities for sustainable development Human rights Ethics, integrity and compliance Appendix 4 'Internal regulatory documents'	When planning its production activity, the Company makes sure that Russian environmental laws are complied with	Para. 13	Criteria 1.3, 2.5, 9.1	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
GRI 2-24	Embedding policy commitments	-	Enhanced corporate governance for sustainable development		-	-	
GRI 2-25	Processes to remediate negative impacts	-	-	Disclosed throughout the report on each material topic	Para. 13	Criterion 3.1	
GRI 2-26	Mechanisms for seeking advice and raising concerns	-	Ethics, integrity and compliance Appendix 3 'Key quantitative data'		KPI B7.2	-	
GRI 2-27	Compliance with laws and regulations	-	Approach to environmental management Appendix 3 'Key quantitative data'	During the reporting period, no significant fines or sanctions for non-compliance with social requirements were imposed	Aspect A1	Criteria 1.1 and 3.2	
GRI 2-28	Membership associations	-	Partnership and membership in associations and international initiatives		-	-	
5. Stakeholder engagement							
GRI 2-29	Approach to stakeholder engagement	-	Factors essential for sustainable business development Management approach (Developing local communities) Appendix 2 'Additional information		Para. 7	Criterion 3.4	
GRI 2-30	Collective bargaining agreements	-	Social partnership Appendix 3 'Key quantitative data'			Criterion 10.1	
GRI 3: Material Topics (2021)							
GRI 3-1	Process to determine material topics		Materiality assessment		Paras. 11, 14		

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
GRI 3-2	List of material topics		Materiality assessment		Paras. 14, 15	Criterion 3.1	
Human resource engagement							
GRI 3-3	Management of material topics	14.17.1, 14.21.1	Management approach (Employees) Training and development		Para. 13, Aspects B1, B3	Criteria 2.1, 2.3, 9.2, 10.4	
GRI 202: Market Presence (2016)							
GRI 202-1	Ratios of standard entry level wage compared to local minimum wage in significant regions of operations	14.17.2	Motivation and remuneration Appendix 3 'Key quantitative data'		-	Criterion 10.7	The standard entry level wage is disclosed without a breakdown by gender due to special aspects of data collection across the Company
GRI 202-2	Proportion of senior management hired from the local community	14.21.2	Personnel structure Appendix 3 'Key quantitative data'		-	-	
GRI 401: Employment (2016)							
GRI 401-1	New employee hires and employee turnover	14.17.3	Personnel structure Appendix 3 'Key quantitative data'		KPI B1.2	-	
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	14.17.4	Social partnership	RUSAL provides the same benefits to all full-time, temporary or part-time employees	Aspect B1	-	
GRI 402: Labour/Management Relations (2016)							
GRI 402-1	Minimum notice periods regarding operational changes	14.8.2, 14.17.6	-	In accordance with the effective Labour Code of the Russian Federation, federal laws and other regulations setting forth rules of labour law, agreements and	-	-	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
				employment contracts. Pursuant to Part 2 in Article 74 of the Labour Code of the Russian Federation, the minimum period is 2 months			
GRI 404: Training and Education (2016)							
GRI 404-1	Average hours of training per year per employee	14.17.7, 14.21.4	Training and development Appendix 3 'Key quantitative data'		-	-	
GRI 404-2	Programmes for upgrading employee skills and transition assistance programmes	14.8.3, 14.17.8	Training and development		Aspect B3	-	
GRI 405: Diversity and Equal Opportunity (2016)							
GRI 405-1	Diversity of governance bodies and employees	14.21.5	Personnel structure Corporate governance Appendix 3 'Key quantitative data'		KPI B1.1	-	
GRI 405-2	Ratio of basic salary and remuneration of women to men	14.21.6	Motivation and remuneration Appendix 3 'Key quantitative data'		-	-	
Tax policy							
GRI 3-3	Management of material topics	14.23.1	Tax management		-	-	
GRI 207: Tax (2019)							
GRI 207-1	Approach to tax	14.23.4	Tax management		-	-	
GRI 207-2	Tax governance, control and risk management	14.23.5	Tax management		-	-	
GRI 207-3	Stakeholder engagement and	14.23.6	Tax management		-	-	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
	management of concerns related to tax						
GRI 207-4	Country-by-country reporting	14.23.7	-		-	-	The indicator is not disclosed, as information is not available
Local communities							
GRI 3-3	Management of material topics	14.10.1, 14.12.1	Management approach (Developing local communities)		Aspect B8, para. 13	Criteria 2.3, 9.7	
GRI 203: Indirect Economic Impacts (2016)							
GRI 203-1	Infrastructure investments and services supported	14.9.3	Management approach (Developing local communities) Infrastructure and urban development		KPI B8.1, B8.2	-	
GRI 203-2	Significant indirect economic impacts	14.9.4	Management approach (Developing local communities)		KPI B8.1, B8.2	-	
-	Resettlement	14.12.2	Management approach (Developing local communities)		-	-	
-	Land and resources rights violations	14.12.3	Management approach (Developing local communities)		-	-	
GRI 413: Local Communities (2016)							
GRI 413-1	Operations with local community engagement, impact assessments, and development programmes	14.10.2	Management approach (Developing local communities) Efficiency assessment of social projects		KPI B8.1, B8.2	-	
GRI 413-2	Actual and potential negative impacts on local communities	14.10.3	Management approach (Developing local communities)		KPI B8.1, B8.2	-	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
			Efficiency assessment of social projects				
Business ethics and human rights							
GRI 3-3	Management of material topics	14.11.1, 14.14.1, 14.18.1, 14.20.1, 14.22.1	Human rights Ethics, integrity and compliance Sustainable supply chain of raw materials, goods and services		Aspect B4; KPI B4.1; KPI B4.2; para. 13	Criteria 9.3, 10.2, 10.3	
GRI 205: Anti-corruption (2016)							
GRI 205-1	Operations assessed for risks related to corruption	14.22.2	-	Corruption risks appear on the Company's risk map and are assessed across all Company's business units. In 2024 no material risks were identified	-	-	
GRI 205-2	Communication and training about anti-corruption policies and procedures	14.22.3	Ethics, integrity and compliance Appendix 3 'Key quantitative data'	In 2024, the Company did not hold training for the Board members in anti-corruption practices	Aspect B7, KPI B7.3	-	The indicator is disclosed without breakdowns by region and employee categories due to the lack of data recording
GRI 205-3	Confirmed incidents of corruption and actions taken	14.22.4	Ethics, integrity and compliance		Aspect B7, KPI B7.1	-	
GRI 406: Non-discrimination (2016)							
GRI 406-1	Incidents of discrimination and corrective actions taken	14.21.7	Human rights		-	-	
GRI 407: Freedom of Association and Collective Bargaining							
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective	14.20.2	Sustainable supply chain of raw materials, goods and services		-	-	RUSAL guarantees freedom of association and collective bargaining for employees and suppliers. No risks of human rights violations in the supply

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
	bargaining may be at risk and measures taken to support these rights						chain were identified in the reporting year
GRI 408: Child Labour (2016)							
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour Suppliers exposed to the same risk.	14.18.2	Human rights Sustainable supply chain of raw materials, goods and services		KPI B4.1; KPI B4.2	-	
GRI 409: Forced or Compulsory Labour (2016)							
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour Suppliers exposed to the same risk	14.19.2	Human rights Sustainable supply chain of raw materials, goods and services		KPI B4.1; KPI B4.2	-	
GRI 410: Security Practices (2016)							
GRI 410-1	Security personnel trained in human rights policies or procedures	14.14.2	Human rights		-	-	A share of employees trained is not disclosed due to an insignificant value
GRI 411: Rights of Indigenous Peoples							
GRI 411-1	Incidents of violations involving rights of indigenous peoples	14.11.2	Management approach (Developing local communities)		-	Criterion 9.3	
Occupational health and safety							
GRI 3-3	Management of material topics	14.16.1	Management approach (Occupational health and safety)		Aspect B2; KPI	Criteria 2.1; 2.3; 11.1	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
					B2.3; para. 13		
GRI 403: Occupational Health and Safety (2018)							
GRI 403-1	Occupational health and safety management system	14.16.2	Management approach (Occupational health and safety) Contractor safety management		Aspect B2 KPI B2.3	Criteria 11.1, 11.2	
GRI 403-2	Hazard identification, risk assessment, and incident investigation	14.16.3	Risk management and injury prevention Safety culture		-	-	
GRI 403-3	Occupational health services	14.16.4	Health protection		KPI B2.3	-	
GRI 403-4	Worker participation, consultation and communication on occupational health and safety	14.16.5	Management approach (Occupational health and safety) Risk management and injury prevention Safety culture		KPI B2.3	-	
GRI 403-5	Worker training on occupational health and safety	14.16.6	Training		KPI B2.3	-	
GRI 403-6	Promotion of worker health	14.16.7	Health protection		KPI B2.3	-	
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	14.16.8	Contractor engagement Emergency response		KPI B2.3	-	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
GRI 403-8	Workers covered by an occupational health and safety management system	14.16.9	Management approach (Occupational health and safety) Appendix 3 'Key quantitative data'				
GRI 403-9	Work-related injuries	14.16.10	Performance Appendix 3 'Key quantitative data'	The LTIFR indicator is calculated for 200 thousand man-hours worked and includes production-related cases of severe and minor injuries with temporary disability registered by the Company during the specified period	KPI B2.1; KPI B2.2	Criterion 11.4	The LTIFR figure for contractors is not disclosed. The Company does not currently collect such data. The details on occupational injuries do not include data on employees whose work and/or workplace is not controlled by the organisation. Likewise, such details omit the hours worked and injury rates used to calculate the LTIFR value
GRI 403-10	Work-related ill health	14.16.11	Health protection Performance Appendix 3 'Key quantitative data'		-	Criterion 11.4	The number of occupational diseases with contractors is not disclosed. This information is not currently collected for reporting purposes
Sustainable supply chain							
GRI 3-3	Management of material topics	-	Sustainable supply chain of raw materials, goods and services		Para. 13; Aspect B5; KPI B5.2	-	
GRI 204: Procurement Practices (2016)							
GRI 204-1	Proportion of spending on local suppliers	14.9.5	Sustainable supply chain of raw materials, goods and services		KPI B5.1	-	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
			Appendix 3 'Key quantitative data'				
GRI 308: Supplier Environmental Assessment (2016)							
GRI 308-1	New suppliers that were screened using environmental criteria	-	Sustainable supply chain of raw materials, goods and services Appendix 3 'Key quantitative data'		KPI B5.2	-	
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	-	Sustainable supply chain of raw materials, goods and services		-	-	
GRI 414: Supplier Social Assessment (2016)							
GRI 414-1	New suppliers that were screened using social criteria	14.17.9, 14.18.3, 14.19.3	Sustainable supply chain of raw materials, goods and services Appendix 3 'Key quantitative data'		KPI B5.2	-	
GRI 414-2	Negative social impacts in the supply chain and actions taken	14.17.10	Sustainable supply chain of raw materials, goods and services		-	-	
GRI 416: Customer Health and Safety (2016)							
GRI 416-1	Assessment of the health and safety impacts of product and service categories	-	Sustainable supply chain of raw materials, goods and services		-	-	
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	-	Sustainable supply chain of raw materials, goods and services		-	-	
GRI 417: Marketing and Labelling (2016)							

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
GRI 417-1	Requirements for product and service information and labelling	-	Sustainable supply chain of raw materials, goods and services		KPI B6.5	-	
GRI 417-2	Incidents of non-compliance concerning product and service information and labelling	-	Sustainable supply chain of raw materials, goods and services Appendix 3 'Key quantitative data'		Aspect B6	-	
Land use and biodiversity							
GRI 3-3	Management of material topics	14.4.1	Biodiversity		Aspect A3; KPI A3.1; para. 13	Criteria 2.1; 2.3, 8.2	
GRI 101: Biodiversity (2024)							
GRI 101-1	Policies to halt and reverse biodiversity loss	14.4.2	Biodiversity			-	
GRI 101-2	Managing impacts on biodiversity	14.4.3	Biodiversity		KPI A3.1	Criterion 8.1	
GRI 101-4	Identification of impacts on biodiversity	14.4.4	Biodiversity		-	-	
GRI 101-5	Locations of impacts on biodiversity	14.4.5	-		-	Criterion 8.4	Information excluded due to existing reporting processes
GRI 101-6	Direct drivers of biodiversity loss	14.4.6	-		-	-	Information excluded due to existing reporting processes
GRI 101-7	Changes in the status of biodiversity	14.4.7	-		-	Criterion 8.5	Information excluded due to existing reporting processes
GRI 101-8	Ecosystem services	14.4.8	-		-	-	Ecosystem services assessment was not conducted

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
Air quality							
GRI 3-3	Management of material topics	14.3.1	Air emissions		-	-	
GRI 305: Emissions (2016)							
GRI 305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	14.3.2	Air emissions Appendix 3 'Key quantitative data'		KPI A1.1 KPI A1.5	Criterion 6.1	
Water and wastewater management							
GRI 3-3	Management of material topics	14.7.1	Water resources		Aspect A2, para. 13	Criteria 2.1; 2.3, 7.2	
GRI 303: Water and effluents (2018)							
GRI 303-1	Interactions with water as a shared resource	14.7.2	Water resources		-	Criterion 7.1	
GRI 303-2	Management of water discharge-related impacts	14.7.3	Water resources		KPI A3.1	Criterion 6.2	
GRI 303-3	Water withdrawal	14.7.4	Water resources Appendix 3 'Key quantitative data'		KPI A2.4	Criteria 7.1; 7.3	
GRI 303-4	Water discharge	14.7.5	Water resources Appendix 3 'Key quantitative data'		-	Criterion 6.2	
GRI 303-5	Water consumption	14.7.6	Water resources Appendix 3 'Key quantitative data'		KPI A2.2	Criteria 7.1; 7.3	KPI A2.2 was disclosed without breakdown by facilities
Safe management of tailings and waste							
GRI 3-3	Management of material topics	14.5.1	Waste management		Aspect A1, A3; KPI A1.6;	Criteria 2.1, 2.3, 6.5	KPI A1.6 Order No. 1 annually sets the following targets of increasing the waste recycling rate: the

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
					KPI A3.1; para. 13		amount of spent carbon pot lining transferred/recycled, the amount of red/nepheline sludge transferred/recycled
GRI 306: Waste (2020)							
GRI 306-1	Waste generation and significant waste-related impacts	14.5.2	Waste management		-	-	
GRI 306-2	Management of significant waste-related impacts	14.5.3	Waste management		KPI A1.3, KPI A1.4	Criterion 6.5	
GRI 306-3	Waste generated	14.5.4, 14.15.2	Waste management		-	-	
GRI 306-4	Waste diverted from disposal	14.5.5	Waste management Appendix 3 'Key quantitative data'		-	-	
GRI 306-5	Waste directed to disposal	14.5.6	Waste management Appendix 3 'Key quantitative data'		-	-	
Climate change							
GRI 3-3	Management of material topics	14.1.1, 14.2.1	Climate change and energy		Aspect A1, A3; KPI A1.5, A3.1; para. 13	Criteria 2.1, 2.3, 4.1, 5.3	
GRI 305: Emissions (2016)							
GRI 305-1	Direct (Scope 1) GHG emissions	14.1.5	Climate change and energy Appendix 3 'Key quantitative data'		KPI A1.1, A1.2	Criterion 5.1	
GRI 305-2	Energy indirect (Scope 2) GHG emissions	14.1.6	Climate change and energy		KPI A1.1, A1.2	Criterion 5.1	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
			Appendix 3 'Key quantitative data'				
GRI 305-3	Other indirect (Scope 3) GHG emissions	14.1.7	Climate change and energy	The category of indirect non-energy greenhouse gas emissions indicators (Scope 3) covers greenhouse gas emissions from the production of purchased fuels and raw materials.	KPI A1.1, A1.2	Criterion 5.1	
GRI 305-4	GHG emissions intensity	14.1.8	Climate change and energy		KPI A1.2	Criterion 5.3	
GRI 305-5	Reduction of GHG emissions	14.1.9	Climate change and energy		-	-	
GRI 305-6	Emissions of ozone-depleting substances (ODS)	-	-	There are no emissions of ozone-depleting substances (ODS).	-	-	
Low-carbon production							
GRI 3-3	Management of material topics		Climate change and energy		-	-	
GRI 302: Energy (2016)							
GRI 302-1	Energy consumption within the organization	14.1.2	Climate change and energy Appendix 3 'Key quantitative data'		KPI A2.1	Criterion 5.1	The Company's use of energy from renewable fuels is insignificant for disclosure purposes.
GRI 302-3	Energy intensity	14.1.4	Climate change and energy Appendix 3 'Key quantitative data'		-	-	
GRI 302-4	Reduction of energy consumption	-	Climate change and energy		KPI A2.3	-	
Contribution to economic sustainability and development							
GRI 3-3	Management of material topics	14.9.1, 14.23.1	-	See the Management Analysis of Operating and Financial Performance section in the Annual Report.	Para. 13	-	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
GRI 201: Economic Performance (2016)							
GRI 201-1	Direct economic value generated and distributed	14.9.2, 14.23.2	Appendix 3 'Key quantitative data'		KPI B8.2	Criterion 3.3	
GRI 201-2	Financial implications and other risks and opportunities due to climate change	14.2.2	Climate change and energy		-	-	
GRI 201-3	Defined benefit plan obligations and other retirement plans	-	-	RUSAL's employees are participants of retirements plans in the areas of presence. The Company allocates money to the future pension maintenance of its employees as a certain share of the payroll fund. To do so, special purpose funds are set up in various countries.	-	-	
GRI 201-4	Financial assistance received from government	14.23.3	Appendix 3 'Key quantitative data'		-	-	
Other GRI disclosures							
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-	Appendix 3 'Key quantitative data'		-	-	
GRI 302-2	Energy consumption outside of the organization	-	-	Energy consumption outside the Company is not significant.	-	-	
GRI 302-5	Reductions in energy requirements of	-	-	Not applicable due to the nature of the product.	-	-	

Indicator GRI		GRI 14: Mining Sector	Cross-reference	Additional information	HKEX	ASI	Excluded information
	products and services						
GRI 401-3	Parental leave	-	Social partnership Appendix 3 ‘Key quantitative data’		-	-	
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	-	Training and development		-	-	
GRI 413-2	Operations with significant actual and potential negative impacts on local communities	-	Management approach (Developing local communities)		-	-	
GRI 415-1	Political contributions	-	-	The Company does not support political activities	-	-	
GRI 417-3	Incidents of non-compliance concerning marketing communications	-	-	These cases were not recorded in the reporting year	-	-	
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-	-	In the reporting year, the Company did not record any complaints regarding complaints concerning breaches of customer privacy and losses of customer data	-	-	

Non-material topics of the GRI 14: Mining Sector 2024

№	Topic GRI 14: Mining Sector 2024	Comment

1	Artisanal and small-scale mining	Not applicable for RUSAL. Bauxite, quartzite, nepheline and coal are mined on an industrial scale
2	Public policy	According to the RUSAL's Human Rights Policy: "The Company respects the civil rights of Employees and recognizes their right to participate in political activities as individuals. The Company does not finance political activities or provide support to political parties."

Appendix 6. SASB content index

Indicator		Cross-reference	Additional information
GHG Emissions			
EM-MM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Climate change and energy	In line with the legal and regulatory framework, the Group's assets in Ireland and Sweden are subject to European requirements
EM-MM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Climate change and energy	
Air Quality			
EM-MM-120a.1	Total air emissions	Air emissions	The Company keeps records in accordance with the requirements of the national legislation of the regions where it operates and does not collect the data on lead and mercury emissions. In addition, these substances are not typical for the Company's core production units
Energy Management			
EM-MM-130a.1	Total energy consumed Percentage of grid electricity Percentage of renewable energy	Climate change and energy Appendix 3 'Key quantitative data'	A share of renewable fuels is insignificant
Water Management			
EM-MM-140a.1	(1) Total fresh water withdrawn (2) Total fresh water consumed Percentage of fresh water withdrawal/consumption in the regions with high or extremely high baseline water stress	Water resources Appendix 3 'Key quantitative data'	
EM-MM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Water resources	This indicator is factored in as part of the enterprise-wide production and environmental control. Currently, it is not consolidated in environmental reporting at the Company level, as it is not linked to the Company's strategic environmental targets
Waste and Hazardous Materials Management			
EM-MM-150a.4	Total weight of non-mineral waste generated	Waste management	
EM-MM-150a.5	Total weight of tailings produced	Waste management	Tailings waste is not generated in the manufacturing processes of metals companies, therefore, tailings waste is presented in the form of data on red and

		Appendix 3 'Key quantitative data'	nepheline sludge from alumina facilities generated in the reporting period.
EM-MM-150a.6	Total weight of waste rock generated	-	Waste rock is not generated in the manufacturing processes of metals companies
EM-MM-150a.7	Total weight of hazardous waste generated	Waste management Appendix 3 'Key quantitative data'	
EM-MM-150a.8	Total weight of hazardous waste recycled	Waste management Appendix 3 'Key quantitative data'	
EM-MM-150a.9	Number of significant incidents associated with hazardous materials and waste	-	There were no significant incidents associated with hazardous materials and waste in the reporting period
EM-MM-150a.10	Description of waste and hazardous materials management policies and procedures for active and inactive operations	Waste management	
Biodiversity impacts			
EM-MM-160a.1	Description of environmental management policies and practices for active sites	Approach to environmental management Biodiversity	
EM-MM-160a.2	Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) actively mitigated, and (3) under treatment or remediation	-	RUSAL's production facilities do not have acid effluents. The appearance of acid waters is not typical for RUSAL's nepheline and bauxite fields, since these fields do not contain sulphide-bearing rock
EM-MM-160a.3	Percentage of proved and probable reserves in or near sites with protected conservation status or endangered species habitat	Biodiversity	There are no restrictions related to SPNAs and habitat zones of endangered species (not established) for the mineral deposits being developed by the Company's facilities
Security, Human Rights & Rights of Indigenous Peoples			
EM-MM-210a.1	Percentage of proved and probable reserves in or near areas of conflict	Sustainable supply chain of raw materials, goods and services	In accordance with the Declaration of Minerals Conflict-Free, none of the Conflict Minerals from the Democratic Republic of the Congo or neighbouring countries (Angola, the Republic of Congo, Burundi, the Central African Republic, Rwanda, South Sudan, Tanzania, Uganda or Zambia) is used in RUSAL's production and products. Also, RUSAL does not in any way contribute to armed conflicts or human rights infringements in conflict and high-risk areas

EM-MM-210a.2	Percentage of proved and probable reserves in or near indigenous land	-	The Company does not run its business in or near land of indigenous minorities
EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	Human rights Management approach (Developing local communities)	
Community Relations			
EM-MM-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	Management approach (Developing local communities)	
EM-MM-210b.2	Number and duration of non-technical delays	-	In the reporting year, there were no strikes lasting more than a week in the regions of presence.
Labour Relations			
EM-MM-310a.1	Percentage of workforce covered under collective bargaining agreements	Social partnership Appendix 3 ‘Key quantitative data’	
EM-MM-310a.2	Number and duration of strikes and mass layoffs	Social partnership	
Workforce Health and Safety			
EM-MM-320a.1	(1) MSHA all-incidence rate (2) Fatality rate (3) Near miss frequency rate (NMFR) (4) Average hours of health, safety, and emergency response training for a) full-time employees and b) contract employees	Injury prevention Training Appendix 3 ‘Key quantitative data’	
Business Ethics and Transparency			
EM-MM-510a.1	Description of the management system for prevention of corruption and bribery throughout the value chain	Ethics, integrity and compliance	
Tailing Storage Facility Management			
EM-MM-540a.1	Tailing storage facility inventory table: (1) facility name, (2) location, (3) ownership status, (4) operational status, (5) construction method, (6) maximum permitted storage capacity, (7) current amount of tailings stored, (8) consequence classification, (9) date of most recent independent technical review, (10)	Waste management	Tailings waste is not generated in the manufacturing processes of metals companies, therefore, tailings waste is presented in the form of data on red and nepheline sludge from alumina facilities generated in the reporting period.

	material findings, (11) mitigation measures, (12) site-specific emergency preparedness and response plan (EPRP)		
EM-MM-540a.2	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailing storage facilities	Waste management	
EM-MM-540a.3	Approach to development of emergency preparedness and response plans (EPRPs) for tailing storage facilities	Waste management	
General Performance Indicators			
EM-MM-000.A	Company's production volume	Appendix 3 'Key quantitative data'	
EM-MM-000.B	Total number of employees, percentage of contractors	Personnel structure Appendix 3 'Key quantitative data'	

Appendix 7. List of sustainability indicators of the Ministry of Economic Development (Appendix 1)

№	Indicator of the Standard	The recommendations of the Russian Ministry of Economic Development	2024	Report Section
Environmental indicators				
1.1	Amount of water used from all water supply sources	13. Amount of water used from all water supply sources	158.3 million m^3	Water resources Appendix 3 'Key quantitative data'
1.2	Own water consumption from all water supply sources, excluding unused water supply to external consumers	-	90.0 million m^3	Water resources Appendix 3 'Key quantitative data'
1.3	Proportion of recycled and reused water supply in total own water consumption from all sources	14. Amount of recycled and reused water supply	90.6%	Appendix 3 'Key quantitative data'
1.4	Amount of polluted wastewater discharged into water bodies (polluted wastewater, clean standard-quality wastewater, wastewater treated to standard quality) and/or sent for treatment to other enterprises	15. Amount of contaminated wastewater discharge, total, including untreated wastewater	158.3 million m^3	Water resources Appendix 3 'Key quantitative data'
-	-	16. Water use efficiency (specific water consumption)	The specific water withdrawal rate – 40 m^3/tonnes of alluminium	Water resources Appendix 3 'Key quantitative data'
1.5	Waste of hazard classes I–V generated, total, including: • Class I • Class II • Class III Class IVClass V	17. Waste of hazard classes I–V generated, total, including: - class I; - class II; - class III; - class IV; and - class V.	12.2 million tonnes (excluding overburden)	Waste management Appendix 3 'Key quantitative data'
1.6	Waste managed, total, including by category: • waste disposed of • waste neutralised • waste landfilled • waste reused • waste recycled	18. Waste of hazard classes I–V managed, total, including by category: - waste disposed of; - waste neutralised; - waste buried; - waste reused; - waste recycled; and - waste generation reduced.	Placed - 10 million tonnes, recycled - 2.2 million tonnes of waste (except overburden)	Waste management Appendix 3 'Key quantitative data'
1.7	Air pollutant emissions from stationary sources	19. Air pollutant emissions from stationary sources	368.2 thousand tonnes	Air emissions Appendix 3 'Key quantitative data'
1.8	GHG emissions, including: • Scope 1 • Scope 2	20. GHG emissions	26,151,216 tonnes of CO_2 equivalent - Scope 1	Climate change and energy Appendix 3 'Key quantitative data'

			1,154,815 tonnes of CO_2 equivalent - scope 2	
1.9	Carbon footprint of products	-	<2,3 tonnes CO_2 tonnes of CO2 equivalent - scope 1 and 2) – carbon footprint of the ALLOW alluminium	Climate change and energy
1.10	Intensity of emissions of hazard classes I and II that negatively affect the environment and human health: • Hazard class I • Hazard class II • Hazard class III Hazard class IV	-	0.0922 tonnes / ton of alluminium	Air emissions Appendix 3 'Key quantitative data'
1.11	Expenses on implementing environmental protection measures, total, including: • air protection and climate change prevention; • wastewater collection and treatment; • waste management; • conservation of biodiversity and natural areas; • land protection and rational use, land rehabilitation; • protection of the environment from noise, vibration or other physical impacts; • radiation safety of the environment; other environmental protection measures	21. Expenses on implementing environmental protection measures, total, including: - atmospheric air protection and climate change prevention; - wastewater collection and treatment; - waste management; and - conservation of biodiversity and protection of natural areas.	RUB 17.7 billion allocated to environmental protection measures	Approach to environmental management
1.12	Amount of renewable and low-carbon energy consumption	22. Renewable and low-carbon energy consumption	259.7 million GJ	Climate change and energy
1.13	Own energy consumption, excluding heat and electricity supply to external consumers, total, including: • heat; • electricity; by type of fuel used.	-	45,2 million GJ	Appendix 3 'Key quantitative data'
-	-	23. Energy efficiency: energy consumption per unit of net value added	-	Data is not collected
1.14	Percentage of purchases of recycled materials in total purchases	-	-	Data is not collected
1.15	Environmental fees	-	-	Data is not collected
1.16	Compensation payments and fines, including:	-	USD 0.3 million	Approach to environmental management

	a) environmental fines; b) compensation for damages caused to the environment or certain components of the natural environment (land, water bodies, forests, wildlife, etc.).			
1.17	Number of environmental impact incidents (including as a result of man-made disasters)	-	Not detected	Approach to environmental management
Social indicators				
2.1	Payroll expenses, total	24. Payroll expenses, total	95,252,709 thousand roubles	Appendix 3 'Key quantitative data'
2.2	Ratio of the average wage in the organization to the average wage level in the region	-	1.5% (in Russia)	Appendix 3 'Key quantitative data'
2.3	Average headcount	25. Average headcount, total, including the number of disabled persons	58,174 people	Personnel Appendix 3 'Key quantitative data'
2.4	Percentage of employees with disabilities		0.78%	Appendix 3 'Key quantitative data'
2.5	Number of employees who received the status of a "person with disabilities" during the performance of their employment functions	-	-	Data is not collected
2.6	Costs to reintegrate employees with disabilities	-	-	Data is not collected
2.7	Percentage of retired employees	-	10,8%	Appendix 3 'Key quantitative data'
2.8	Percentage of employees falling into the following categories of veterans under the Federal Law "On Veterans": veterans of the Great Patriotic War, veterans of combat operations in the USSR, Russian Federation and other countries, military service veterans	-	-	Data is not collected
2.9	Percentage of employees by: • gender • age group	-	Women – 27.8% Men – 72.2% Under 30 – 13.2% 30-50 – 62.0% Over 50 – 24.8%	Appendix 3 'Key quantitative data'
2.10	Average salary, total, including: • by occupation groups (separately for managers and separately for line personnel) • by gender, considering occupation groups • by age groups	26. Average salary, total, including: - by occupation groups; - by gender; and - by age groups..	Total - RUB 122.4 thousand Senior managers - RUB 693.1 thousand Middle managers - RUB 194.2 thousand Specialists – RUB 128.3 thousand Workers – RUB 99.6 thousand Female - RUB 102.9 thousand Male – RUB 129.1 thousand Up to 30 years - RUB 101.3 thousand	Personnel Appendix 3 'Key quantitative data'

			30-50 years – RUB 120.4 thousand Over 50 - RUB 126.7 thousand	
2.11	Expenses on occupational health and safety events, total, including on average per employee	27. Expenses on occupational health and safety events, total, including on average per employee	Labour protection expenses: RUB 6,515,119 thousand Per employee: RUB 115,2 thousand	Appendix 3 'Key quantitative data'
2.12	Expenses on organizing and holding social and sports events for employees and their family members, total, including average expenses per employee	28. Expenses on organising and holding social, fitness, recreational and medical events for employees and their family members	RUB 421,194 thousand, including RUB 7.5 thousand per employee on average	Appendix 3 'Key quantitative data'
2.13	Lost Time Injury Frequency Rate (LTIFR) per 1,000,000 man-hours for the organization's employees, excluding contractors' employees	-	-	Injury prevention Appendix 3 'Key quantitative data'
2.14	Number of fatalities among the organization's employees, excluding contractors' employees	-	-	Injury prevention Appendix 3 'Key quantitative data'
-	-	29. Number of occupational accident victims with disability for one or more working days and with fatal outcome, including fatalities	-	Injury prevention Appendix 3 'Key quantitative data'
2.15	Expenses on employee training, total, including on average per employee	30. Employee training expenses, total, including on average per employee	RUB 543,683 thousand, including RUB 9.4 thousand per employee on average	Appendix 3 'Key quantitative data'
2.16	Average hours of training per year per employee	31. Average hours of training per year per employee by occupation groups	54.3 hours/person	Appendix 3 'Key quantitative data'
2.17	Percentage of employees covered by collective bargaining agreements in the average headcount	32. Percentage of employees covered by collective bargaining agreements in the average headcount	84.4%	Appendix 3 'Key quantitative data'
2.18	Percentage of permanent employees	-	91.6%	Appendix 3 'Key quantitative data'
2.19	Percentage of temporary employees	-	8.4%	Appendix 3 'Key quantitative data'
2.20	Employee turnover rate	33. Staff turnover rate	14.7%	Appendix 3 'Key quantitative data'
2.21	Expenses to support social programmes, including charity, not intended for employees or their family members, total, including in the following areas: • healthcare; • education and science; • sports; • culture, art, and tourism;	34. Expenses on contributing to support for social programmes not aimed at employees and their family members, total, including: - charitable housing programmes; - in healthcare; - in education; and	Total - RUB 2,734,569 thousand Healthcare – RUB 1,544,068 thousand Education and science – RUB 543,386 thousand Sports – RUB 421,194 thousand Provision of affordable and high-quality housing – RUB 134,227 thousandCorporate programs of	Appendix 3 'Key quantitative data'

	• accessible infrastructure and inclusive environment; • landscaping and comfortable urban environment; • creation and placement of social advertisements; • access to affordable and high-quality housing; • public security and anti-terrorist protection of infrastructure; support for citizens in need of social assistance, including support for persons belonging to the following categories of veterans under the Federal Law "On Veterans": • veterans of the Great Patriotic War • veterans of combat operations in the USSR, Russian Federation and other countries military service veterans	- in support for citizens in need of social assistance.	non-state pension coverage and/or long-term savings - RUB 91,644 thousand	
2.22	Number of social programmes, including charity, in which the organization participates	-	-	Data is not collected
2.23	Expenses on organizing and holding medical events for employees and their family members, total, including average expenses per employee	-	RUB 1,544,086 thousand	Appendix 3 'Key quantitative data'
2.24	Percentage of employees participating in corporate volunteering projects	-	886 people	Appendix 3 'Key quantitative data'
2.25	Number of corporate volunteering projects	-	Volunteer projects list is disclosed	Developing local communities
2.26	Number of employees who received support (financial and non-financial, including permanent or temporary changes in working conditions) in a difficult life situation related, for example, to damage from natural disasters, loss of housing, illness or death of a family member, dismissal from a permanent place of work, unemployment	-	-	Data is not collected
2.27	Fines and penalties imposed on the organization for non-compliance with labour laws and other regulations containing labour-related provisions	-	0	
Governance indicators				

3.1	Availability of the sustainability policy and/or other related strategic documents (e.g. sustainability strategy, environmental strategy, strategy for implementing prompt and long-term measures to adapt to climate change and mitigate anthropogenic impacts on the climate (climate strategy))	35. Availability of the sustainability policy and/or other related strategic documents	Sustainability strategy; Social investment strategy; Climate strategy up to 2035 (with a view to 2050)	Sustainability strategy Enhanced corporate governance for sustainable development
3.2	A management body or committee established under the collective management body of the organization responsible for approving and monitoring the implementation of the sustainability policy and/or other related strategic documents (e.g. sustainability strategy, climate strategy)	-	The Company has a Directorate for Sustainable Development of RUSAL, as well as an advisory and consultative body, the Public Expert Council for Sustainable Development.	Enhanced corporate governance for sustainable development
3.3	Whether the organization's remuneration policy provides for consideration of sustainability- and climate-related targets when determining management remuneration	-	The KPIs of the Company's executives include metrics related to climate change	Enhanced corporate governance for sustainable development Climate change and energy
-	-	36. Number of Board meetings and attendance rate	33 meetings Attendance rate - 97%	Corporate governance Appendix 3 'Key quantitative data'
3.4	Total number of directors in the organization's collective management body, including the percentage of independent directors	37. Number of Board members, total, including by age groups	12 members of the Board of Directors	Corporate governance
-	-	38. Number of the Audit Committee meetings and attendance rate	10 meetings Attendance rate - 87%	Corporate governance Appendix 3 'Key quantitative data'
3.5	Percentage of female managers in the total number of managers, total, including in the collective management body	44. Share of female managers in the total number of managers, total, including on the Board of Directors (Supervisory Board)	33% - share of women on the Board of Directors 17.4% - share of women among senior managers	Corporate governance Personnel
3.6	Whether the organization applies sustainability principles when it purchases goods, work and services	-	The Company has developed voluntary ESG-accreditation of suppliers	Sustainable supply chain of raw materials, goods and services
3.7	Number of recorded incidents of violation of the rights of indigenous minorities of the Russian Federation	40. Number of recorded cases of infringing the rights of indigenous minorities of the Russian Federation	The Company does not operate in areas of settlement of small indigenous peoples and near such places	Developing local communities
3.8	Percentage of employees holding positions exposed to high corruption risk	41. Percentage of employees holding positions exposed to high corruption risk	The indicator is not disclosed due to the lack of data accounting	
3.9	Average hours of anti-corruption training per employee	42. Average hours of anti-corruption training per employee		Ethics, integrity and compliance Appendix 3 'Key quantitative data'

3.10	Cases of bringing the organization, its subsidiaries and associates to administrative liability for corrupt practices	43. Cases of bringing the organisation, its subsidiaries and associates to administrative liability for corrupt practices	Not detected	Ethics, integrity and compliance Appendix 3 'Key quantitative data'
3.11	Number of corporate disputes	-		
3.12	Availability of a policy on managing risks, including climate risks, and/or other related documents	-	The Risk Management and Internal Control Policy defines the general procedure for organising the internal control and risk management system	Risks and integrity
3.13	Liability under the laws of the Russian Federation for violation of consumer rights	-	Not detected	
3.14	Number of recorded social impact incidents (strikes and cases of the organization's violation of the rights of local communities that resulted in public outrage)	-	Not detected	
3.15	Availability of programmes related to reintegration of employees leaving the organization due to retirement, sickness or disability	-	Look in the section	Social parthnership
3.16	Availability of a policy and/or other documents stipulating the application of inclusion principles in the organization's operations	-	Human Rights Policy; Equal Opportunities Policy	Human rights
3.17	Potential damage from the impacts of physical climate risks (USD million)	-		Appendix 2 'Additional information
3.18	Number of incidents resulting in disruption or termination of critical facilities or critical information infrastructure facilities	-	Not detected	
-	-	39. Participation in ESG indices and ratings	Look in the section	Enhanced corporate governance for sustainable development
Economic indicators				
4.1	Revenue (its equivalent), RUB million	1. Revenue (its equivalent)	USD 12.08 billion	Appendix 3 'Key quantitative data'
4.2	Total research and/or development expenses, RUB million	4. General R&D expenses	USD 21.6 million	Appendix 3 'Key quantitative data'
4.3	Labour productivity, RUB million	5. Labour productivity	USD 0.05 million	
4.4	Statutory payments accrued (excluding fines and penalties), total, RUB million, including: • taxes and levies • insurance contributions other statutory payments	6. Statutory payments accrued (excluding fines and penalties), total, including: - taxes and levies; - insurance contributions; and - other statutory payments	USD 919 million	Appendix 3 'Key quantitative data'
4.5	Statutory payments effected (excluding fines and penalties), total, RUB million, including: • taxes and levies • insurance contributions	7. Statutory payments effected (excluding fines and penalties), total, including: - taxes and levies;	USD 919 million	Appendix 3 'Key quantitative data'

	other statutory payments	- insurance contributions; and - other statutory payments		
4.6	Share of purchases of Russian goods, works and services in total purchases of goods, works and services	8. Share of purchases of Russian goods, works and services in total purchases of goods, works and services	-	Data is not collected
4.7	Share of purchases of goods, works and services from SMEs in total purchases from Russian entities, %	9. Share of purchases of goods, works and services from SMEs in total purchases from Russian entities	-	Data is not collected
4.8	Percentage of suppliers assessed for compliance with environmental and social criteria	-	100%	Sustainable supply chain of raw materials, goods and services
4.9	Amount of sustainable, including green, investments and percentage of such investments in total investments, RUB million	10. Sustainable, including green, investments		Appendix 3 'Key quantitative data'
4.10	Amount of investments in projects related to achieving technological sovereignty and structural adaptation of Russia's economy and percentage of such investments in total investments, RUB million	11. Investments in projects related to achieving technological sovereignty and structural adaptation of Russia's economy	RUB 2,1 billion	Appendix 3 'Key quantitative data'
4.11	Total number of climate change-vulnerable facilities, their share in the total number of PPE items on the organization's balance sheet	12. Indicator of economic vulnerability of economic and other activity to climate risks	-	Data is not collected
4.12	Percentage of assets for which a quantitative and/or qualitative assessment of climate risks was performed, %	-	-	Data is not collected
4.13	Efficiency of climate change adaptation measures and/or cost-effectiveness of climate change adaptation measures implemented as part of corporate plans, strategies or programmes intended for climate change adaptation (if any)	-	-	Data is not collected
-	-	2. Value added	USD 4,061 million	Appendix 3 'Key quantitative data'
-	-	3. Net value added	USD 2,821 million	Appendix 3 'Key quantitative data'

Appendix 8. List of sustainability indicators of the Ministry of Economic Development (Appendix 2)

№	Indicator	2024
1. Preservation of the population, promotion of health and well-being, family support		
1.4	The organisation's expenses on supporting the health of employees and local community members, including: a) the organisation's expenses on supporting the health of employees; b) the organisation's expenses on supporting the health of local community members	RUB 1,826 million a) RUB 1,544 million b) RUB 282 million
1.5	Ratio of the organisation's expenses on supporting the health of employees and local community members, including: a) the ratio of the organisation's expenses on supporting the health of employees to the total amount of the organisation's management expenses; b) the ratio of the organisation's expenses on supporting the health of local community members to the total amount of the organisation's management expenses	0.163% a) 0.138% b) 0.025%
1.6	Expenses of the organisation to develop healthcare infrastructure	Included in the indicator 1.4
1.7	Ratio of the organisation’s expenses to develop healthcare infrastructure to the organisation’s total management expenses	Included in the indicator 1.5
1.8	Expenses of the organisation to support socially vulnerable groups of people	RUB 92 million
1.9	Ratio of the organisation’s expenses to support socially vulnerable groups of people to the organisation’s total management expenses	0.008%
1.10	Expenses of the organisation to promote grassroots sports	RUB 2,037 million
1.11	Ratio of the organisation’s expenses to promote grassroots sports to the organisation’s total management expenses	0.18%
1.12	Expenses of the organisation under programmes to provide financial assistance to employees in difficult life situations	RUB 279 million
1.13	Ratio of the organisation’s expenses under programmes to provide financial assistance to employees in difficult life situations to the organisation’s total management expenses	0.025%
2. Realisation of the potential of each individual, talent development, and fostering a patriotic and socially responsible personality		
2.1	Expenses of the organisation aimed at supporting education, including: a) the organisation's expenses aimed at supporting general education organisations; b) the organisation's expenses aimed at supporting organisations implementing secondary vocational education programmes; c) the organisation's expenses on programmes and activities aimed at professional orientation of children and young people; d) the organisation's expenses aimed at supporting additional education for children and young people; e) the organisation's expenses aimed at supporting higher education organisations	RUB 1751 million
2.2	Ratio of the organisation's expenses aimed at supporting education to the total amount of the organisation's management expenses, including: a) the ratio of the the organisation's expenses aimed at supporting general education organisations to the total amount of the organisation’s management expenses; b) the ratio of the organisation's expenses aimed at supporting organisations implementing secondary vocational education programmes to the total amount of the organisation’s management expenses; c) the ratio of the organisation's expenses on programmes and activities aimed at professional orientation of children and young people to the total amount of the organisation’s management expenses;	0.157%

	d) the ratio of the organisation's expenses aimed at supporting additional education for children and young people to the total amount of the organisation's management expenses; e) the ratio of the organisation's expenses aimed at supporting higher education organisationsto the total amount of the organisation's management expenses	
2.4	Expenses of the organisation to finance initiatives and projects aimed at fostering traditional Russian spiritual, moral, cultural and historical values	RUB 190 million
2.5	Ratio of the organisation's expenses to finance initiatives and projects aimed at fostering traditional spiritual, moral, cultural and historical values to the organisation's total management expenses	0.017%
2.7	Volunteering expenses of the organisation	RUB 24.5 million
2.8	Ratio of the organisation's volunteering expenses to the organisation's total management expenses	0,002%
2.9	Expenses of the organisation to develop infrastructure for culture, art and folk art	Included in the indicator 2.4
2.10	Ratio of the organisation's expenses to develop infrastructure for culture, art and folk art to the organisation's total management expenses	Included in the indicator 2.5
3. Comfortable and safe environment for living		
3.1	The organisation's expenses on improving the living conditions of employees/local community members, including: a) the organisation's expenses on improving the living conditions of employees b) the organisation's expenses on improving the living conditions of local community members	RUB 134 million
3.2	Ratio of the organisation's expenses on improving the living conditions of employees/local community members to the organisation's total management expenses, %, including: a) the ratio of the organisation's expenses on improving the living conditions of employees to the total amount of the organisation's management expenses, % b) the ratio of the organisation's expenses on improving the living conditions of local community members to the total amount of the organisation's management expenses	0.012%
3.3	Expenses of the organisation related to improvement and comprehensive development of cities and other settlements	RUB 614 million
3.4	Ratio of the organisation's expenses related to improvement and comprehensive development of cities and other settlements to the organisation's total management expenses	0.055%
3.5	Expenses of the organisation to improve the quality of roads	Included in the indicator 3.3
3.6	Ratio of the organisation's expenses to improve the quality of roads to the organisation's total management expenses	Included in the indicator 3.4
3.7	Payments for emissions, pollutant discharges or waste disposal in excess of the established limits, and the percentage of such payments in the total amount of environmental fees	RUB 104 million
3.11	Ratio of the organisation's expenses to carry out major repairs of buildings of preschool and other general education institutions to the organisation's total management expenses	Included in the indicator 3.3
3.12	The organisation's expenses on improving the living conditions of employees/local community members, including: a) the organisation's expenses on improving the living conditions of employees b) the organisation's expenses on improving the living conditions of local community members	Included in the indicator 3.4
4. Environmental well-being		
4.1	Ratio of the organisation's expenses to implement environmental protection measures to the organisation's total management expenses	0.009%
5. Sustainable and dynamic economy		
5.1	Ratio of the organisation's employee training expenses to the organisation's total management expenses	0.049%

5.2	Expenses for corporate non-state pension and/or long-term savings schemes	RUB 91.6 million
5.3	Ratio of expenses for corporate non-state pension and/or long-term savings schemes to the organisation’s revenue/total management expenses	0.008%

Appendix 9. RSPP content index

No.	Indicator	Cross-reference
Responsibility and transparency index		
Economic, social and environmental indicators		
1	Personnel productivity rate	Appendix 3 ‘Key quantitative data’
2	CAPEX/investments	Appendix 3 ‘Key quantitative data’
3	Taxes paid	Appendix 3 ‘Key quantitative data’
4	High quality of products and services	Sustainable supply chain of raw materials, goods and services
5	Share of local purchases	Sustainable supply chain of raw materials, goods and services Appendix 3 ‘Key quantitative data’
6	Innovative activity	Digitalisation and innovation
7	Headcount	Personnel structure Appendix 3 ‘Key quantitative data’
8	Personnel characteristics	Personnel structure Appendix 3 ‘Key quantitative data’
9	Occupational health and industrial safety (performance)	Workforce Health and Safety Appendix 3 ‘Key quantitative data’
10	OHS costs	Appendix 3 ‘Key quantitative data’
11	Occupational health and industrial safety management system	Management approach (Workforce Health and Safety)
12	Payroll	Motivation and remuneration Appendix 3 ‘Key quantitative data’
13	Expenses on social programmes for personnel	Social partnership Appendix 3 ‘Key quantitative data’
14	Number of beneficiaries of social programmes for personnel	Social partnership
15	Remuneration of management	Corporate governance Appendix 3 ‘Key quantitative data’
16	Employee turnover	Personnel structure Appendix 3 ‘Key quantitative data’
17	Personnel training	Training and development Appendix 3 ‘Key quantitative data’
18	Employee training costs	Appendix 3 ‘Key quantitative data’
19	Labour relations	Management approach (Employees)
20	Observance of human rights	Human rights
21	Air emissions	Air emissions Appendix 3 ‘Key quantitative data’
22	GHG emissions	Climate change and energy Appendix 3 ‘Key quantitative data’
23	Energy consumption and energy efficiency	Energy efficiency

		Appendix 3 ‘Key quantitative data’
24	Water consumption (the indicator is irrelevant for entities operating in financial markets)	Water resources Appendix 3 ‘Key quantitative data’
25	Discharges into water bodies (the indicator is irrelevant for entities operating in financial markets)	Water resources Appendix 3 ‘Key quantitative data’
26	Waste treatment	Waste management Appendix 3 ‘Key quantitative data’
27	Environmental costs	Approach to environmental management Appendix 3 ‘Key quantitative data’
28	Environmental management systems	Approach to environmental management
29	Recording and assessment of environmental risks of funded projects (the indicator is relevant for entities operating in financial markets. It is factored in instead of indicator No. 24, which is irrelevant for such entities. It is factored out for entities operating in other industries)	Not applicable
30	Financing environmental projects and programmes (the indicator is relevant for entities operating in financial markets. It is factored in instead of indicator No. 25, which is irrelevant for such entities. It is factored out for entities operating in other industries)	Not applicable
31	Social investments	Management approach (Developing local communities) Appendix 3 ‘Key quantitative data’
Governance and engagement indicators		
32	Details of the Board of Directors: structure, independence, areas of activity, performance review	Corporate governance
33	Involvement of senior management in administering CSR and sustainability issues	Enhanced corporate governance for sustainable development
34	Incorporation of sustainability risks into the key risk management system and events to mitigate sustainability risks	Risk management and internal control
35	New opportunities in the area of sustainable development	Climate change and energy
36	Availability of the code of ethics, its fundamental principles and incorporation mechanisms	Ethics, integrity and compliance
37	Anti-corruption: policy, mechanisms, activities, outcomes	Ethics, integrity and compliance
38	Availability of the corporate sustainability (CSR) policy: contents, reference to the document	Enhanced corporate governance for sustainable development
39	Refinement of sustainability (CSR) approaches in corporate policies ● in the area of environmental protection: contents, reference to the document ● in the area of staff relations / HR policy (strategy): contents, reference to the document ● in the area of occupational health and industrial safety: contents, reference to the document	Enhanced corporate governance for sustainable development

	● in the area of community support (regional policy, external social policy): contents, reference to the document	
40	CSR/sustainability management across the supply chain: policies, mechanisms, metrics	Sustainable supply chain of raw materials, goods and services
41	Incorporation of CSR and sustainability KPIs into the company's strategic KPI system	RUSAL's sustainability strategy and targets to 2035
42	Structure of managing CSR and sustainability activity	Enhanced corporate governance for sustainable development
43	Areas and formats of government relations, key programmes/projects	Appendix 3 'Key quantitative data'
44	Areas and formats of community relations, key projects	Infrastructure and urban development Healthcare and promotion of a healthy lifestyle Education Appendix 3 'Key quantitative data'
Sustainable development vector index		
1	Workforce productivity rate	Appendix 3 'Key quantitative data'
2	Occupational health, industrial safety	Occupational health and safety Appendix 3 'Key quantitative data'
3	Remuneration and expenses on social programmes for personnel	Motivation and remuneration Appendix 3 'Key quantitative data'
4	Personnel training	Training and development Appendix 3 'Key quantitative data'
5	Employee turnover rate	Personnel structure Appendix 3 'Key quantitative data'
6	Air emissions	Air emissions Appendix 3 'Key quantitative data'
7	GHG emissions	Climate change and energy Appendix 3 'Key quantitative data'
8	Water consumption and discharges into water bodies (irrelevant for the financial sector) Responsible financing	Water resources
9	Energy consumption and energy efficiency	Climate change and energy
10	Waste management	Waste management Appendix 3 'Key quantitative data'
11	Social investments	Developing local communities Appendix 3 'Key quantitative data'
12	Governance (involvement of senior management in sustainability control)	Enhanced corporate governance for sustainable development
13	Risks and opportunities management	Risk management and internal control
14	Focus of sustainability/CSR activity	Enhanced corporate governance for sustainable development

Appendix 10. Glossary

APQP	Advanced product quality planning
ASI	Aluminium Stewardship Initiative
CAPEX	Capital expenditures
CDP	Carbon Disclosure Project (an entity based in the United Kingdom to support companies and cities to disclose environmental impacts of major corporations)
CPLC	Carbon Pricing Leadership Coalition
DMAICR	Define-Measure-Analyse-Improve-Control-Replicate — an approach to consistently deal with issues and improve business processes, which is used in production management)
EIT	European Institute of Innovation & Technology
EITI	Extractive Industries Transparency Initiative
ESG	Environmental, social, and governance
FFI	Fauna and Flora International
FMEA	Failure Mode and Effects Analysis — a methodology of performing the analysis and identifying the most critical steps in manufacturing processes for product quality management purposes
FPIC	Free, prior, and informed consent
FSSC 22000	Scheme for Food Safety Management Systems
GRI	Global Reporting Initiative
HKEX	Hong Kong Stock Exchange
IATF 16949	International Automotive Task Force standard
IAI	International Aluminium Institute
ICC	International Chamber of Commerce — The World Business Organisation
ISO	International Organisation for Standardisation
ISO 14001	Environmental management systems — Requirements
ISO 26000	Guidance on social responsibility
ISO 45001	Management systems of occupational health and safety
ISO 9001	Quality management systems — Requirements
ISSA	International Social Security Association
IUCN	International Union for Conservation of Nature
LCA	Low-carbon aluminium
LTIFR	Lost Time Injury Frequency Rate
MSA	Measurement System Analysis
NEBOSH	National Examination Board in Occupational Safety and Health
OEE	Overall Equipment Effectiveness
OHSAS or OHSAS18001	Occupational health and safety assessment system (OHSAS) 18001
SA 8000	Social Accountability 8000 — standard to assess social aspects of management systems
SBT	Science-based Targets
SPC	Statistical process control
TCFD	Task Force on Climate-related Financial Disclosures
TPS	TOYOTA Production System
TQM	Total Quality Management
UNESCO	United Nations Educational, Scientific and Cultural Organisation
VRT	Variability Reduction Team
WWF	World Wide Fund for Nature
AAR	Achinsk Alumina Refinery
AIS	Automated Information System
AMROS	Association of Industrialists of the Mining and Metallurgical Complex of Russia
JSC	Joint-stock company
BAZ	Bogoslovsky Aluminium Smelter
BoAZ	Boguchany Aluminium Smelter
BGZ	Boksitogorsk Alumina Refinery

BAC	Bauxite and Alumina Complex
BrAZ or RUSAL Bratsk	Bratsk Aluminium Smelter
TB	Timan Bauxite
BS	Business system
BEMC	Boguchany Energy and Metals Complex
VgAZ	Volgograd Aluminium Smelter
WHO	World Health Organisation
MMTUR	Mining and Metallurgical Trade Union of Russia
Group, Company or RUSAL	United Company RUSAL Plc. and its subsidiaries, including a number of production, trading and other entities controlled by the Company directly or through its wholly-owned subsidiaries
HS	Hydraulic structures
VHI	Voluntary health insurance
HRD	HR Directorate
ILM&T	Institute of Light Materials and Technologies
IrkAZ, Irkutsk Aluminium Smelter	Branch PJSC RUSAL Bratsk, Shelekhov
ETC	Engineering and Technology Centre
KAZ	Kandalaksha Aluminium Smelter
KBC	Kindia Bauxite Company
KPI	Key performance indicators
KrAZ	Krasnoyarsk Aluminium Smelter
CSR	Corporate social responsibility
AFM	Alumina feeding machines
DRM	Dust removal machine
IFRS	International Financial Reporting Standards
BAT	Best available technology
R&D	Research and development
RIEM	Research Institute for Epidemiology and Microbiology
NPO	Non-profit organisation
NCCV	National Council for Corporate Volunteering
NSM	Non-shaped lining materials
UN	United Nations Organisation
LLC	Limited Liability Company
SPNA(s)	Specially protected natural area(s)
EP	Environmental protection
CPD	Charge Preparation Department
OHS	Occupational health and safety
OHIFS	Occupational health, industrial and fire safety
STA	Sectoral Tariff Agreement
SSC	Shared service centre
OECD	Organisation for Economic Co-operation and Development
PJSC	Public joint-stock company
VAP	Value-added products
PFC	Perfluorocarbons
PCB	Polychlorinated biphenyl
RMC	RUSAL Medical Centre
SAZ	Sayanogorsk Aluminium Smelter
BoD	Board of Directors
DLS	Distance learning system
PPE	Personal protective equipment
IHPE	Individual hearing protection equipment
Media	Media outlets
QMS	Quality management system

SAWC	Special assessment of working conditions
Territories of responsibility	Populated areas where (or near which) RUSAL production enterprises are located that have a significant impact on the environment and social environment as a result of economic activities

Appendix 11. External assurance

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NEW CHALLENGES
NEW SOLUTIONS

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Independent practitioner's assurance report on the UC RUSAL IPJSC Sustainability Report for 2024

To the Board of Directors of UC RUSAL IPJSC

Subject matter information

We have performed a limited assurance engagement to report on the attached UC RUSAL IPJSC (hereinafter "the Company") Sustainability Report for 2024 (hereinafter "the Report").

Under this engagement, we did not perform any procedures with regard to the following:

- Forward-looking statements on performance, events or planned activities of the Company;
- Statements of third parties included in the Report;
- Correspondence between the Report and IFRS standards requirements for Disclosure of Sustainability-related Financial Information, recommendations of the Taskforce on Nature-related Financial Disclosures, Guidelines provided by Russia's Ministry of Economic Development for preparing sustainability reports, Hong Kong Exchange Environmental, Social and Governance Reporting Guide, recommendations of the Aluminium Stewardship Initiative, Bank of Russia's recommendations for public joint stock companies to disclose non-financial information related to their activities.

Applicable criteria

In preparing the Report the Company applied Global Reporting Initiative Sustainability Reporting Standards (hereinafter "GRI Standards") (in "accordance" option), Sustainability Accounting Standards Board standards (hereinafter "SASB standards") "Metals and Mining" and the sustainability reporting principles of the Company as set forth in the Section "Appendix 1. About the Report" (hereinafter "the Criteria").

The Company's management responsibilities

The Company's management is responsible for selecting the Criteria, and for preparation of the Report in accordance with the Criteria.

In particular, the Company's management is responsible for internal controls being designed and implemented to prevent the information, included in the Report, from being materially misstated.

In addition, the Company's management is responsible for ensuring that the documentation provided to the practitioner is complete and accurate.

Practitioner's responsibilities

We conducted our assurance engagement in accordance with International Standard for Assurance Engagements 3000 (revised) *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* (hereinafter "ISAE 3000").

ISAE 3000 requires that we comply with ethical standards, plan and perform our assurance engagement to obtain limited assurance about the Report.

Independence and quality management

We apply International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements*, which requires our firm to develop, implement and ensure operation of quality management system that includes policies or procedures with regard to compliance with ethical requirements, professional standards and applicable laws and regulations.

We comply with the professional ethical and independence requirements of the Code of professional ethics for auditors and the Independence rules of auditors and audit organizations and also the IESBA Code of Ethics for Professional Accountants (including international independence standards), which establishes the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Summary of work performed

The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within information technology systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Report and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- Inquiries of the representatives of the Company management and specialists responsible for its sustainability policies, activities, performance and relevant reporting;
- Analysis of key documents related to the Company sustainability policies, activities, performance and relevant reporting;
- Obtaining understanding of the process used to prepare the information on sustainability performance indicators of the Company;
- Analysis of the Company stakeholder engagement activities reviewing the results of the stakeholder survey;
- Analysis of material sustainability issues identified by the Company;
- Review of data samples regarding key human resources, environmental protection, health and safety, charity and procurement indicators for 2024, to assess whether these data have been collected, prepared, collated and reported appropriately;
- Visit to the RUSAL Bratsk PJSC branch in the city of Shelekhov – in order to interview executives responsible for human resources, environmental protection, health and safety and gather evidence supporting the assertions on the Company's sustainability policies, activities, events, and performance made in the Report;
- Collection on a sample basis of evidence substantiating other qualitative and quantitative information included in the Report at the Moscow headquarters level;
- Assessment of compliance of the Report and its preparation process with Company's sustainability reporting principles;
- Assessment of compliance of information and data disclosures in the Report with the requirements of the "in accordance" option of reporting with the GRI Standards and Metals and Mining Sustainability Accounting Standard prepared by SASB Standards Board.

The assurance engagement performed represents a limited assurance engagement. The nature, timing and extent of procedures performed in a limited assurance engagement is limited compared with that necessary in a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is lower.

We believe that the procedures performed are sufficient to provide a basis for our conclusion.

Practitioner's conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Report is not prepared properly, in all material respects, according to the Criteria.

Khachaturian Mikhail Sergeevich
Partner
TSATR – Audit Services Limited Liability Company

28 April 2025

Details of the independent practitioner

Name: TSATR – Audit Services Limited Liability Company
Record made in the State Register of Legal Entities on 5 December 2002, State Registration Number 1027739707203.
Address: Russia 115035, Moscow, Sadovnicheskaya naberezhnaya, 75.
TSATR – Audit Services Limited Liability Company is a member of Self-regulatory organization of auditors Association "Sodruzhestvo". TSATR – Audit Services Limited Liability Company is included in the control copy of the register of auditors and audit organizations, main registration number 12006020327.

Details of the entity

Name: UC RUSAL IPJSC
Record made in the State Register of Legal Entities on 25 September 2020, State Registration Number 1203900011974.
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Contact information

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For additional information about RUSAL, corporate governance, operating and financial performance, please see the performance overviews, annual reports and IFRS reporting posted in the Investors section on the Company's website.