En+ GROUP

SUSTAINABILITY AS A MINDSET

Sustainability Report 2021

CONTENTS

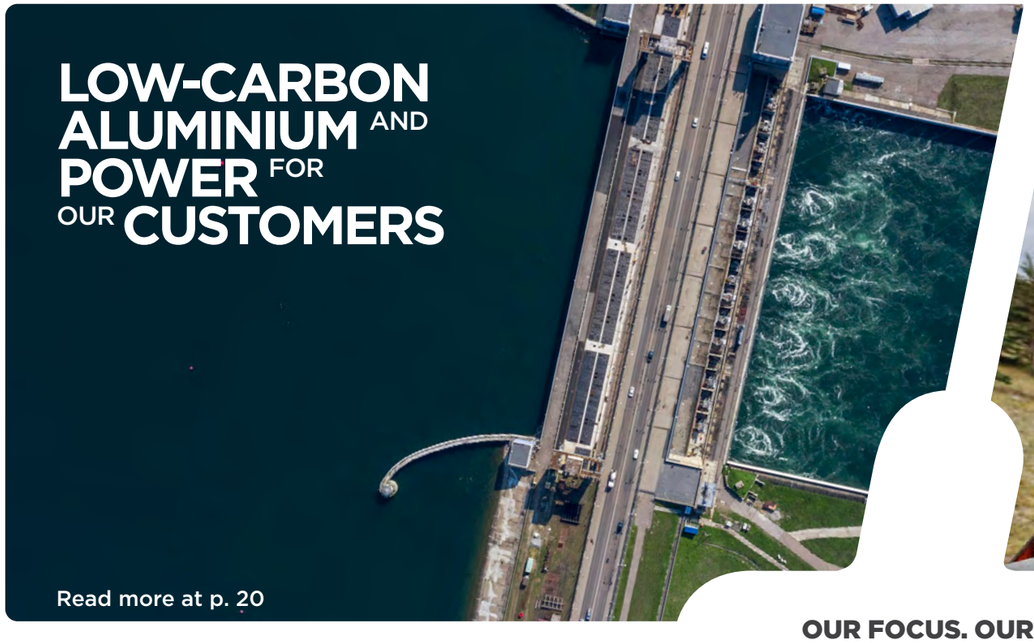
Annual Report 2021

www.enplusgroup.com/en/investors/results-and-disclosure/annual-reports/

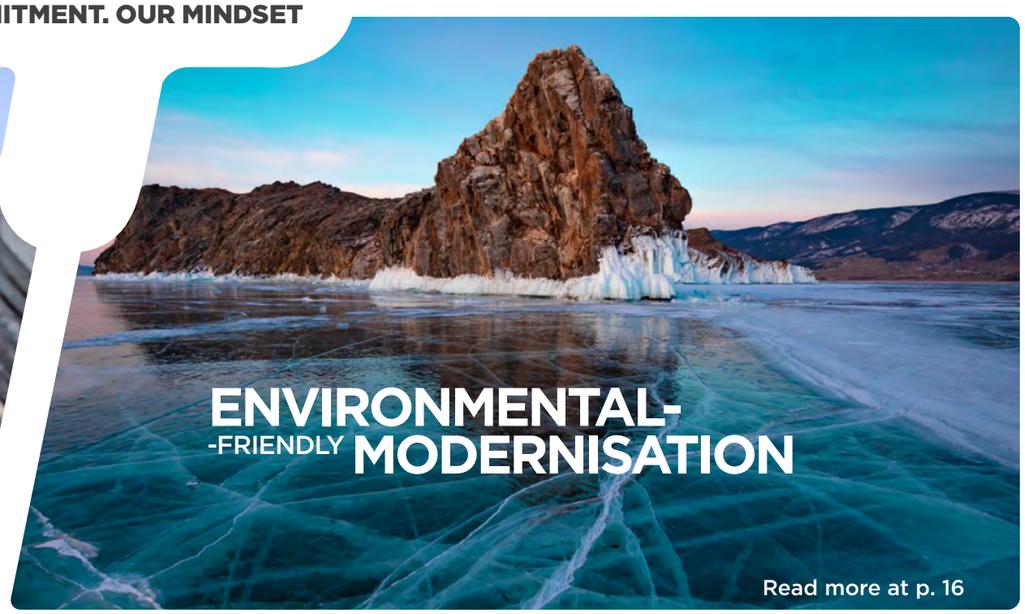
SUSTAINABILITY AS A MINDSET

For En+ Group, sustainability is inseparable from everything we do. We aim to implement best practices in all our operations. Sustainability is our main way of thinking, which results from a clear understanding of our responsibilities. We strongly believe we will achieve our goals if we act in accordance with our values.

OUR COMMITMENTS



OUR FOCUS. OUR COMMITMENT. OUR MINDSET



ABOUT THE REPORT

GRI 102-50

We are pleased to present our 2021 Sustainability Report ("the Sustainability Report" or "the Report"). The Report covers the key results of En+ Group's sustainability performance from 1 January 2021 to 31 December 2021. In some instances, we disclose significant sustainability events that happened during the first half of 2022.

The Report covers all of the relevant topics as well as additional ESG indicators. Year by year we expand the number of indicators for disclosure to provide our stakeholders with detailed and comprehensive information.

By publishing the Sustainability Report, En+ Group underlines its commitment to transparency with all its stakeholders as the Report presents the most reliable and complete information about the Company's sustainable development activities. We are aware that the Company's activities have a significant impact on the regions of our presence; accordingly, we pay great attention to such issues as climate change, environmental protection, corporate governance, labour protection, and development of local communities. Development of the environmental, social and governance (ESG) agenda is a priority task for En+ Group.

- **The Company's reports are available on the corporate website** www.enplusgroup.com/en/sustainability/sustainability-report/
- **Additional information about sustainability performance is available here:** www.enplusgroup.com/en/sustainability/

GRI 102-51, 102-52, 102-54

En+ Group has been preparing annual sustainability reports since 2019. Its previous report, published in 2021, covered the results for 2020. The present Report is prepared in alignment with the following standards:

- the Global Reporting Initiative (GRI) Standards (Core option); and
- the Sustainability Accounting Standards Board (SASB), including standards for the Metals & Mining and the Electric Utilities & Power Generators industries.

Additionally, when preparing the 2021 Sustainability Report, En+ Group was guided by:

- the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD);
- the requirements and recommendations of the London Stock Exchange;
- the requirements of Directive 2014/95/EU implemented through the UK Companies, Partnerships and Groups (Accounts and Non-Financial Reporting) Regulations 2016 No.1245;
- the Aluminium Carbon Footprint Technical Support Document;
- the Streamlined Energy and Carbon Reporting (SECR) technical guidelines and
- the EU Taxonomy for Sustainable Finance metrics.

Moreover, throughout the Report we have disclosed the relevance of En+ sustainability-related activities to attaining the United Nations Sustainable Development Goals (SDGs).

GRI 102-32

The Health, Safety and Environment Committee (the "HSE Committee") of the Board and the Board itself have reviewed and approved the Sustainability Report to ensure that all material ESG topics related to the Group's activities are covered.

In preparing its Sustainability Report, En+ strives to provide quality information (relevance and credible presentation) as well as to improve the qualities of the information provided (comparability, verifiability, and comprehensibility). We include topics in the sustainability report if we believe they appear to be of significant importance in terms of stakeholders' concerns and business impact.

In our Report, we provide complete, reliable and accurate information that reflects the ongoing progress of the Company's sustainable development activities. We presented information for 2019, 2020 and 2021 that was independently verified.

Boundaries of the Report

GRI 102-5

In this Report, the terms "En+", "En+ Group", "the Company", "the Group" and "we" in various forms refer to EN+ GROUP IPJSC (or EN+ GROUP plc) and its subsidiaries whose results are included in the Group's consolidated financial statements prepared in accordance with the International Financial Reporting Standards (IFRS).

Read more on Asset Disclosure at Consolidated Financial Statements for the year end 31 December 2021 www.enplusgroup.com/en/investors/results-and-disclosure/ifrs/

GRI 102-45

The 2021 Sustainability Report reflects information about En+ Group's two segments – the Metals segment (comprising RUSAL, inclusive of the power assets of RUSAL) and the Power segment (mainly comprising power assets). The Sustainability Report contains the consolidated information about En+ Group's entities as well. Unless otherwise indicated, it covers the entities that are consolidated under IFRS. Financial information included in the 2021 Sustainability Report is presented and calculated based on the consolidated financial statements of the Group as of 31 December 2021, prepared in accordance with IFRS unless the notes indicate otherwise. KRAMZ LLC and Strikeforce Mining and Resources PLC (SMR) were included as part of the Metals segment for the health and safety data. Starting from 2019, the Boguchany Aluminium Smelter (BoAZ) was included within the reporting boundaries. The Onda HPP[1] is included as part of the Power segment. Sustainability data of the Aluminum Rheinfelden enterprises located in Germany and acquired by RUSAL in April 2021 will be included in the reporting boundaries from the next reporting period.

Read more in Appendices at pp. 174-175 and in the Report and our Annual Report at pp. 214–215.

Limitation of liability

Unless otherwise stated, the information presented in this Sustainability Report reflects the Company's status during the review period from 1 January 2021 to 31 December 2021 (the "Review Period") and, in some instances, discloses significant sustainability events that took place during the first half of 2022. Therefore, all forward-looking statements, analyses, reviews, discussions, commentaries and risks presented in the present Sustainability Report (save for this section, or unless otherwise specified) are based upon information on the Company covering the Review Period only.

This Sustainability Report includes statements that are considered to be, or may be deemed to be, the "forward-looking statements". In this Report, information about the Company's strategy, plans, objectives, goals, future events or intentions as well as the terms "believes", "estimates", "plans", "projects", "anticipates", "expects", "intends", "may", "will" or "should" in various forms shall indicate the forward-looking statements. Nevertheless, the forward-looking statements may and often do vary from the Company's actual results. Any forward-looking statements are exposed to the risks related to future events and other risks, uncertainties and assumptions related to the Group's business, results of operations, financial status, liquidity, prospects, growth or strategies.

The data presented in this Report on industry, market and competitive position comes from official or third-party sources. It is generally stated that the data from any third-party industry publications, studies and surveys was obtained from the sources believed to be reliable, but that there is no guarantee of the accuracy or completeness of such data. Although the Company reasonably believes that each of these publications, studies and surveys was prepared by a reputable party, neither the Company nor any of its respective directors, officers, employees, agents, affiliates, advisors, or agents, have independently verified the data contained therein. Moreover, certain industry, market and competitive position data reflected in this Sustainability Report comes from the Company's internal research and estimates based on the knowledge and expertise of the Company's management. Although the Company reasonably believes that such research and estimates are accurate, they and their fundamental methodology and assumptions have not been verified for accuracy by any independent source.

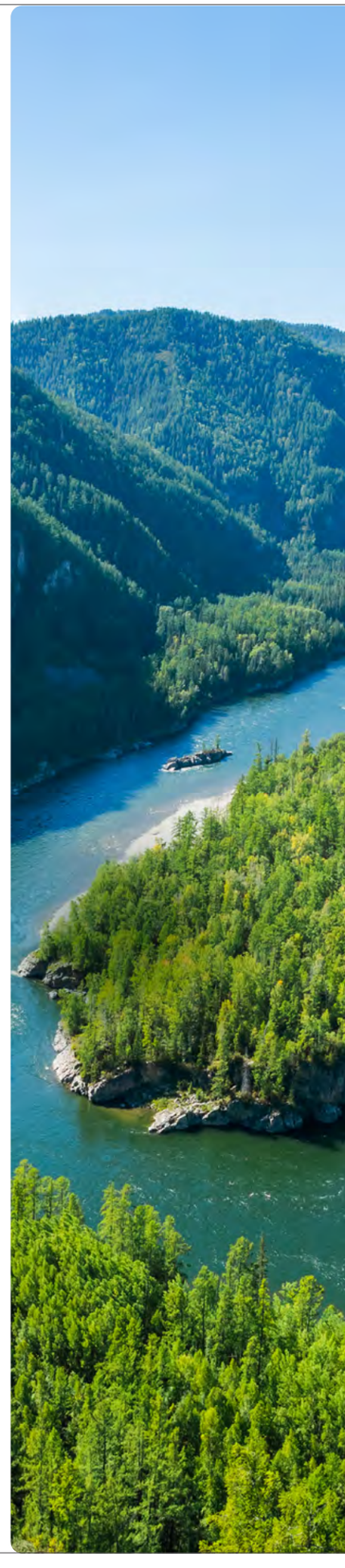
GRI 102-53

To provide your feedback, suggest a comment or ask a question, please contact:

For investors:
IR Department
Tel: +7 495 642 7937
Email: ir@enplus.ru

For media:
PR Department
Tel: +7 495 642 7937
Email: press-center@enplus.ru

1. The Onda HPP is located in the European part of the Russian Federation, leased to RUSAL since October 2014.



AT A GLANCE

OUR PRESENCE AND SCALE

En+ Group has well-established operations in 12 countries across five continents, with its key assets located in Siberia, a region of global natural significance under the Group's special responsibility. The Group employs about 93,000 people and is registered in Kaliningrad.

GRI 102-1, 102-2, 102-3, 102-4, 102-6, 102-7

Metals Segment

	□ Aluminium smelters[1]	△ Alumina refineries	○ Bauxite production sites
Number of facilities	11 aluminium smelters[2]	10 alumina refineries[3]	7 bauxite mines
Total capacity	4.2 mtpa	10.7 mtpa[4]	20.6 mtpa
Production level, 2021	3.8 mt	8.3 mt	15.0 mt

Read more on Our Metals Segment at p. 30

No. 1
aluminium producer excluding China

5.6%
of the world's aluminium production

78.2 TWh
low-carbon hydropower generation

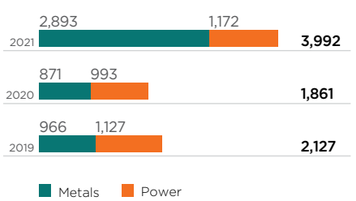
19.4 GW
Total installed electricity capacity

Power Segment

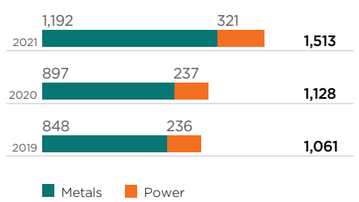
	□ Hydropower plants	△ Combined heat and power plant	○ Solar power plant
Number of facilities	5 hydro power plants[5]	16 combined heat and power plants	Abakan solar power plant
Total installed capacity	15.1 GW[5]	4.3 GW	5.2 MW
Production level, 2021	78.2 TWh[6]	12.7 TWh	6.1 GWh

Read more on Our Power Segment at p. 38

Adjusted EBITDA[7] (USD mn)

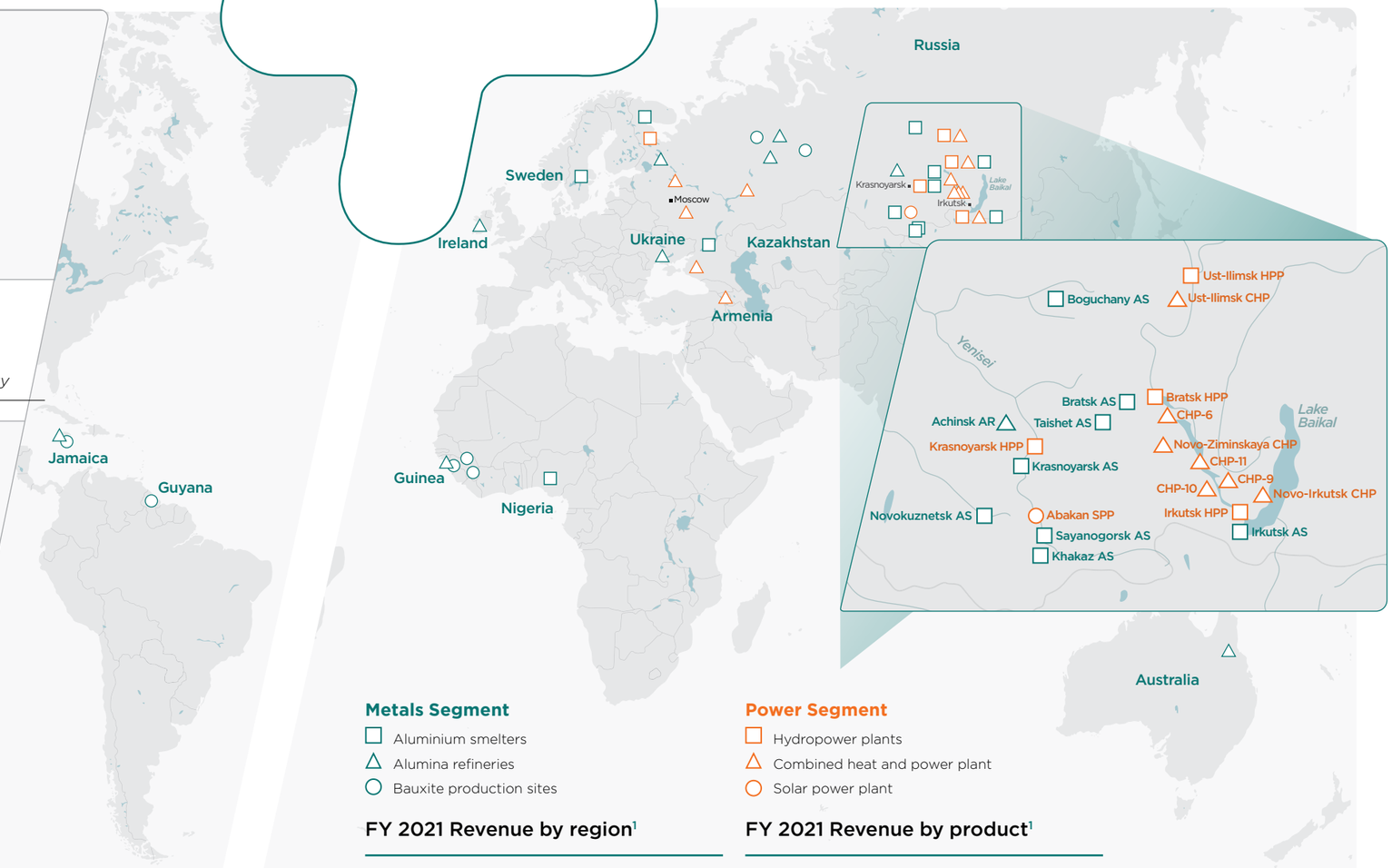


Capital expenditure[7] (USD mn)



1. Excluding Boguchany Aluminium Smelter (BoAZ), a joint 50/50 project of RUSAL and RusHydro.
2. Ten aluminium smelters in operation (Alscon in Nigeria is mothballed).
3. Eight alumina refineries in operation (Eurallumina in Italy is mothballed) and QAL, located inAustralia, in which RUSAL owns a 20% share.
4. RUSAL attributable capacity.
5. Including Onda HPP
6. Including Onda HPP.
7. Adjusted EBITDA for any period represents the results from operating activities adjusted for amortisation and depreciation, impairment charges and loss on disposal of property, plant and equipment for the relevant period.

EN+ GROUP IS AN INDEPENDENT GLOBAL ALUMINIUM AND POWER PRODUCER



Metals Segment

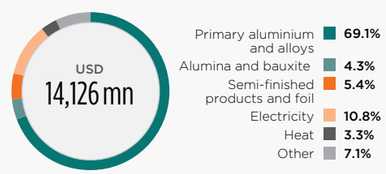
- □ Aluminium smelters
- △ Alumina refineries
- ○ Bauxite production sites

Power Segment

- □ Hydropower plants
- △ Combined heat and power plant
- ○ Solar power plant

FY 2021 Revenue by region[1]

FY 2021 Revenue by product[1]



1. Excluding Boguchany Aluminium Smelter (BoAZ), a joint 50/50 project of RUSAL and RusHydro.

BUSINESS MODEL

THE POWER OF OUR INTEGRATED BUSINESS

En+ Group benefits from its unique base of tightly-integrated assets that results in a fully integrated and highly self-sufficient business. Hydropower is used to refine raw materials and produce aluminium in Siberia. Over 98% of the aluminium production energy needs are met by carbon-free power sources.

HYDROPOWER IS USED TO REFINE RAW MATERIALS AND PRODUCE ALUMINIUM IN SIBERIA

HOW WE GENERATE POWER

Water

Water with its potential energy accumulates in HPP reservoirs. HPP generation potential energy of water is converted into rotational kinetic energy by hydropower turbines. Rotational kinetic energy is converted to electricity.

Coal supply

Coal is extracted and transported by rail vehicles from the open pit to CHP storage facilities.

CHP generation

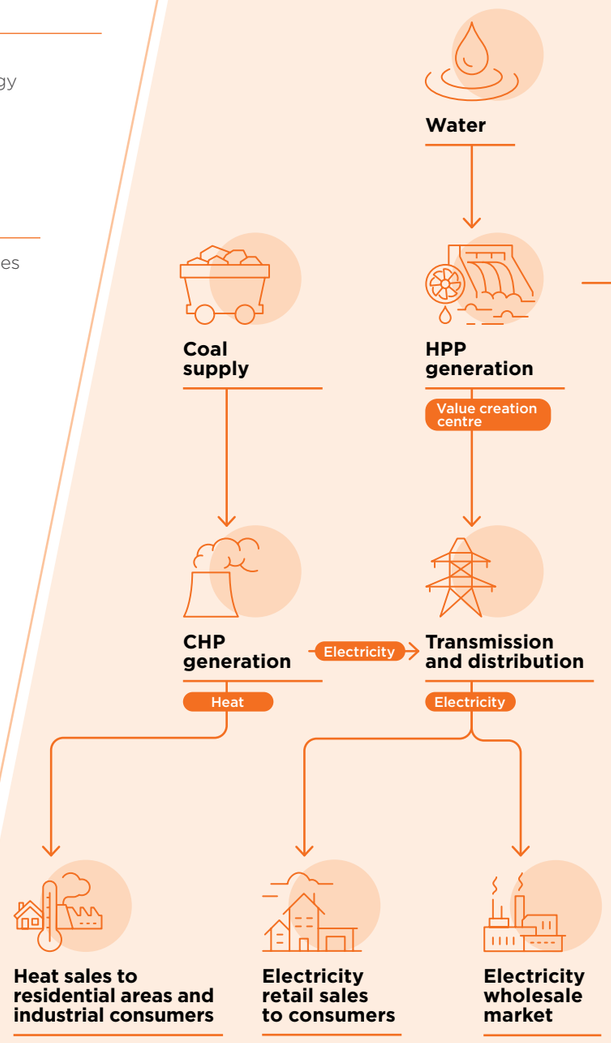
Large coal chunks are crushed, then milled into dust and fed to steam generators. Air-coal mixture is burned in steam boilers; water is heated to superheated vapour. Superheated high-pressure vapour is transported to turbines where it affects a blade apparatus and potential energy is converted to kinetic energy. Mechanical work of turbines shaft converts to electricity and is transmitted to the network. Low-potential vapour heats network water or is used for production.

Transmission and distribution

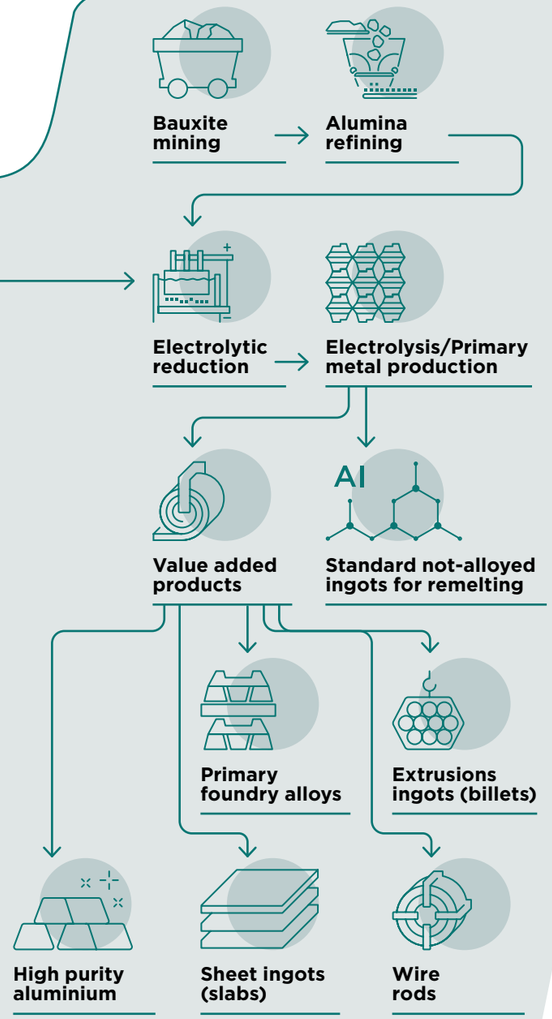
Electricity is fed through transformers to electrical grids, then supplied to end consumers through transmission and distribution grids.

Heat supply from CHPs

Low-temperature steam from turbines is used for heating water to supply heat to consumers. Water heated at CHPs is then fed through main pipelines to residential areas and end consumers through distribution pipelines.



HOW WE PRODUCE ALUMINIUM



For more information, please watch the En+ Group Virtual Site Visit Video on our YouTube channel

Key stages in the aluminium production process

Bauxite mining

The aluminium production process starts with the mining of bauxite, an aluminium rich mineral.

Alumina refinery

Bauxite is crushed and mixed with water to create a thick paste that is heated to remove silicon.

Reduction process

At an aluminium smelter, alumina is poured into special reduction cells where electric currents break the bonds between aluminium and oxygen atoms. This results in liquid aluminium settling at the bottom of the cell.

Downstream products

It's a process where the aluminium is shaped to the required form. The process is used for manufacturing a vast majority of aluminium products – from spectacle frames and telephone bodies to aeroplane fuselages or spaceship bodies.

CHAIRMAN'S STATEMENT

WE CAN'T SIMPLY BUILD LOW-CARBON ECONOMY WITHOUT ALUMINIUM

The Hon Christopher Bancroft Burnham,
Chairman of the Board

We take with the utmost seriousness our responsibility to our shareholders, employees, customers, and the communities in which they live.

The pages that follow describe in detail how we fulfill that commitment, but if I can highlight one particular aspect of the past year of which I am most proud, it is how we supported communities and worked through the disruption caused by the pandemic. We did not lose focus on our commitment to lead our industry into the low-carbon economy. We also announced industry leading targets – our commitment to transition to net zero by 2050 with a 35% reduction in emissions by 2030 (Scopes 1 & 2 against a 2018 baseline).

Bauxite mining accounts for about 3% of our total emissions[1] and associated transport a further 2%. Here we will be seek to optimise our raw materials supplying system as a step to reduce our carbon footprint.

Alumina refining is responsible for 60% of our emissions[1]. At our refineries we will be continuing to work towards reducing energy requirements and moving to renewable energy sources such as wind, green hydrogen and biofuels. We will also continue to examine our use of solar power for activities like plant lighting. We have ongoing projects – the development of hybrid perovskites for solar panels, which are far more efficient than traditional silicon-based ones and will reduce carbon dioxide emissions, is just one of many.

The smelting process accounts for 25% of emissions for us[1], while the massive amount of power required for this accounts for just 2%. For context, decarbonising power sources generally represent about 60% of the potential emission savings in our industry. So, our journey to Net Zero will need to focus on other areas. With 98% of our aluminium smelting made by hydropower, we are already the leading low carbon aluminium producer in the world. But, there is much we can do. We made considerable progress in 2021, increasing the share of our aluminium produced with modern pre-baked technology and reducing the carbon intensity of primary aluminium production at smelters.

We were delighted to announce in 2021 the launch of the first stage of the Taishet Aluminium Smelter, where pre-baked anodes were used from the first day. The production complex of the plant already includes two electrolysis workshops, a foundry, anode and power workshops, and infrastructure facilities. Taishet will become the third largest aluminium smelter in Russia (after the Bratsk and Krasnoyarsk Aluminium Smelters, also owned by RUSAL) and one of the largest non-ferrous metal smelting plants in the country and one of the most environmentally friendly aluminium smelters in the world. The smelters is equipped with leading technologies, including modern dry gas purification systems (more than 98.5% of capture efficiency) and new generation energy-efficient electrolysers.

Last year also saw the announcement of the production of aluminium made with inert anodes, our breakthrough technology which replaces standard carbon anodes with inert, non-consumable materials – ceramics or alloys. Compared with full-scope industry average emissions, metal produced with inert anodes has an 85% lower carbon footprint, and oxygen is created as a by-product rather than CO_2, so that Scope 1 & 2 emissions are effectively zero. In addition, the use of inert anodes reduces operating costs, proving that a green business is a more efficient business.

Improving energy efficiency is an essential element in the reduction of greenhouse gas emissions. I am proud to say that En+ Group is one of just 28 companies globally with confirmation from UN Energy that its commitments to expanding clean energy generation and access have been officially recognised as an Energy Compact. In 2021, the Power segment made significant efforts toward sustainable modernisation, continuing to invest in technical connections to its power supply infrastructure and opening five new charging stations in the Irkutsk Region. A key achievement was the continued implementation of the HPP New Energy modernisation programme, which resulted in an increase of 2,104.4 GWh of electricity generation in 2021. Soon in our Power segment, we also plan to expand renewable energy generation (including solar) and continue modernisation to improve energy efficiency and decrease electricity losses.

In summary, our greenhouse gas (GHG) emissions will be reduced by 2030 largely as a result of the transition to pre-baked technology, and from 2040 to 2050, reductions will result from smelters adopting inert anode technology. Our Pathway to Net Zero report, published last year, also covers recycling, shipping, use of solar power and hydrogen, nature based solutions, and carbon capture for that 'last mile' of emissions that cannot be eliminated by applying current levels of technology and costs.

Also in 2021, for the first time, the En+ Group finalised its analysis of climate risks and opportunities in accordance with the Taskforce on Climate-Related Financial Disclosure (TCFD) recommendations. The Company assessed the physical and transitional risks of assets in different parts of the world.

Health and safety remain a top priority. We constantly seek to create and maintain a safe working environment for employees, contractors, and partners, with the essential goal being zero injuries. The En+ Group showed a decrease in the lost time injury frequency rate of 24% – from 0.21 in 2020 to 0.16 in 2021.

We work with numerous stakeholders, from Government bodies and NGOs, metals and stock exchanges, ratings agencies, investment analysts, and employee workers' committees. The Group also engages regularly with the communities and regions in which we operate across the world. Our communities are our key partners, and our support ranges from healthcare services to environmental and educational projects. In 2021, the Group continued our support for social projects, including a housing programme for our Power segment employees, and launched several new educational projects. Our employees are our greatest asset.

Consumers are increasingly demanding low carbon products. In 2021, more than 100 customers of the En+ Group opted for our low carbon aluminium brand, ALLOW, with final sales of 955 kt out of total sales of 3,904 kt. Businesses across the globe seek low carbon aluminium. We simply cannot build a low carbon economy without it. Now more than ever, it is the material of the future for our children and their children.

The Hon Christopher Bancroft Burnham,
Chairman of the Board

955 kt
total sales of ALLOW

85%
lower carbon footprint of metal produced with intert anodes

1. Total greenhouse gas emissions of Metals segment.

KEY ECONOMIC AND FINANCIAL RESULTS

18.1%
increase in VAP sales

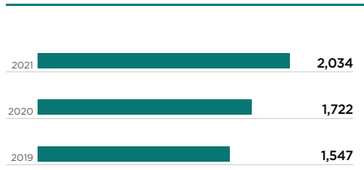
In 2021, En+ Group demonstrated robust operational performance and financial results achieved despite the negative impact of global inflation, significant growth in commodity prices and, most of all, the challenges posed by the new wave of the COVID-19 pandemic. The Company managed to overcome these challenges through the extensive modernisation of facilities, increased demand for reliable and sustainable products and the dedication of our employees.

We increased our capital expenditure by 33%. The Metals segment recorded total capital expenditure of USD 1,192 million for the year ended 31 December 2021. Maintenance CAPEX amounted to 67% of the aggregate CAPEX in 2021. One of the key investments of 2021 was the completion of the world's most innovative low-carbon aluminium plant – the Taishet Aluminium Smelter in Siberia – an important step towards decarbonisation throughout the value and supply chains.

In 2021, capital expenditure by the Power segment amounted to USD 321 million. Maintenance CAPEX accounted for 52% of total capital expenditure. The Power segment made significant efforts towards sustainable modernisation, continuing to invest in technical connections to its power supply infrastructure and opening five new charging stations in the Irkutsk Region. The key achievement was the continued implementation of the New Energy HPP modernisation programme, which resulted in an increase of 2,104.4 GWh of electricity generation in 2021.

The Company, in line with its strategic objectives, is increasing the share of VAP in its total sales structure. In 2021, VAP sales increased by 18.1%, reaching a total sales share of 52% (compared to 44% in 2020).

VAP Sales, kt



Read more about the direct economic value generated and distributed and the key economic results in Appendix at pp. 148-149.

GRI 207-1, 207-2, 207-3

En+ Group is a responsible and trustworthy taxpayer. The Group adopted and annually reviews general accounting tax principles, which are the basis for the preparation of tax accounting policies applied by in subsidiaries and affiliates.

Stable financial development and improvement of the Group's investment attractiveness are ensured through systematic and rational management of tax risks, application of best tax administration practices with unconditional compliance with the legislation, participation in initiatives and associations for sharing experience in the field of tax legislation (the Russian Chamber of Commerce and Industry, the Russian Ministry of Energy, etc.).

Interaction with the tax authorities is carried out at all stages of tax control procedures. Tax compliance is included in the KPIs of the divisions. Responsibility for tax policy compliance is assigned to the Accounting Department. Tax Policy Department is systematically involved in reviewing and approving projects and transactions as a part of the planning and approving process. When risks are identified, the tax departments propose measures to eliminate and minimise the risks.

Financial assistance received from the state, USD mn **GRI 201-4**

Financial assistance category	Metals segment			Power segment			En+ Group		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
Tax relief and tax credits	0	0	0	2	1	0	2	1	0
Subsidies, including subsidies for R&D	0	0	5	3	7	4	3	7	9
Total	**0**	**0**	**5**	**5**	**8**	**4**	**5**	**8**	**9**

CEO STATEMENT

FINANCIAL AND OPERATING PERFORMANCE CAN INDEED BE ACHIEVED SIMULTANEOUSLY AS FORWARD STRIDES IN SUSTAINABILITY

Vladimir Kiriukhin,
Chief Executive Officer

Two bookends marked 2021 as a highly significant year for the Group's sustainability strategy as we continued to abide by our commitment to leading the aluminium industry into the low-carbon economy. At the very beginning of 2021, on 18 January, the Group announced its intention to achieve the industry-leading targets -net zero GHG emissions by 2050 and to reduce the GHG emissions by at least 35% by 2030. With a 12% increase in electricity generation at hydropower plants of the Group's Power segment (amounting to 78.2 TWh) we reached a record percentage of sources of smelter electricity generated by hydropower, a massive 98.77%

And then in November, we were honoured to participate actively in COP26 in Glasgow where, as a CPLC High-Level Assembly Co-Chair, our then Executive Chairman Lord Barker co-hosted the High-Level Panel Discussion "A Price on Carbon Pollution to Achieve Net Zero" together with Justin Trudeau, Prime Minister of Canada. En+ Group and CPLC co-hosted the "Road to Net Zero. The Role of Carbon Pricing" expert panel. The panel backed carbon pricing as an effective tool for incentivising green production.

Also, En+ held two more joint panels in the Russian Pavilion: "Role of Hydropower in the Energy Transition" and "Focusing on the Upstream: Key Challenges and Opportunities for Aluminium Sector Decarbonisation". Jointly with the Climate Partnership of Russia, En+ Group held the "Interconnectedness of Nature and Climate. What can Business do?" panel discussion.

The Chairman has already highlighted many of the steps forward we made last year, so I would like to concentrate on how we managed to achieve them. The answer, inevitably, is the dedication and commitment of our 93,000 employees. En+ Group gathers employee ideas about the ways to increase the operational efficiency within the Company, further develops employee initiatives and finally implements their proposals in the production process. In 2021, almost 15,000 employee proposals were implemented, that is 290 projects and 11,607 within the Metals segment and 351 projects and 3,108 proposals in the Power segment.

Accordingly, we believe in investing in our employees and local communities. Our social investment projects are aimed to develop urban infrastructure and to support healthy lifestyle, sports, education and environmental protection, and implemented involving our employees and local residents across the world. From providing charitable assistance in Guinea by way of financial support for local aid organisations that help vulnerable children in Sweden through to sponsorship of a number of local Gaelic Athletics Association clubs in Ireland, we definitely constitute an integral part of the communities where we operate.

In 2021, the COVID-19 pandemic made a significant impact on the entire global community, so our first priority was to ensure employee protection and safety. The Group took a number of prompt measures, such as providing its medical centres with additional medical equipment and vaccines against COVID-19. As a result of 2021, over 15,000 of the En+ Group employees were vaccinated. We also installed air disinfection systems, contactless faucets, sanitisers, disinfectants and other protective equipment at all enterprises of the Group and introduced a dedicated hotline so that each employee can apply for medical assistance.

Occupational health and safety is vital for us. The Group performs ongoing stringent monitoring of Health and Safety (HS) performance by tracking key health and safety indicators, including the lost time injury frequency rate (LTIFR). The corporate LTIFR within the Group stood at 0.16, i. e. decreased by 24% from 0.21 in 2020.

Thus, the LTIFR of the Power segment stood at 0.14 showing a reduction to 30% among other things through successful prevention of group injury cases detected in the previous reporting period. The Metals segment LTIFR showed a reduction to 0.17, which was 19% lower than the 2020 value of 0.20.

Further challenges lie ahead for the Group as we seek to continue our journey, but I know that we have a strong team to meet and accept them. In 2021, our employees demonstrated that the record financial and operating performance can indeed be achieved simultaneously with the progress towards sustainability. The achievements and commitment of our team will continue to be commendable, and I thank them in advance for their performance in 2022.

Vladimir Kiriukhin,
Chief Executive Officer

almost
15,000
proposals from employees to increase the operational efficiency within the Company were implemented in 2021

more than
15,000
En+ Group employees were vaccinated

0.16
Lost time injury frequency rate (LTIFR)[1]

[1] Per 200,000 hours worked.

OUR FOCUS. OUR COMMITMENT. OUR MINDSET

SUPPORT AND SAFETY FOR OUR STAFF

THE GREATEST CAPITAL OF OUR GROUP IS OUR PEOPLE

18%
reduction in severe injuries (compared to 2019)

0.16
Lost Time Injury Frequency Rate (LTIFR)[1]

4
safety culture audits conducted

The greatest capital of our Group is our people. En+ Group's success is due to the creation of a culture of team engagement, where everyone can develop. We work hard to promote equal employment opportunities, fair working conditions and deliver excellent results. The Group respects personal freedom and human rights and does not tolerate any form of discrimination in the workplace. We endeavour to strictly comply with the labour laws and personnel management standards in Russia and other operating countries.

[1] Per 200,000 hours worked.

OUR CORPORATE HS PRINCIPLES REPRESENT WHAT WE BELIEVE IN, HOW WE MANAGE OUR BUSINESS AND WHAT WE EXPECT FROM OUR EMPLOYEES AND CONTRACTORS

Life and health are more important than production results and economic indicators

All incidents are preventable

The safety agenda needs to be fully integrated into all business and production operations from daily routine to strategic goals and respective plans

An unwavering commitment to observing national HS legislation, and a goal to be the best HS performing company among competitors

Each employee should have appropriate skills and knowledge to work safely

Safe behaviour must be supported and motivated by the management

Suppliers and contractors are to be chosen based on HS principles and should follow all of the Company's safety requirements

Read more at p. 100

OUR FOCUS. OUR COMMITMENT. OUR MINDSET

ENVIRONMENTAL-FRIENDLY MODERNISATION

Our approach to modernisation takes into account industrial and economic feasibility as well as environmental impact. Our innovative projects use the best available environmental technologies and are cost-saving.

En+ Group is striving to mitigate its impact of waste generation and to enhance waste management by implementing advanced disposal facilities to ensure long-term and reliable storage and/or burial.

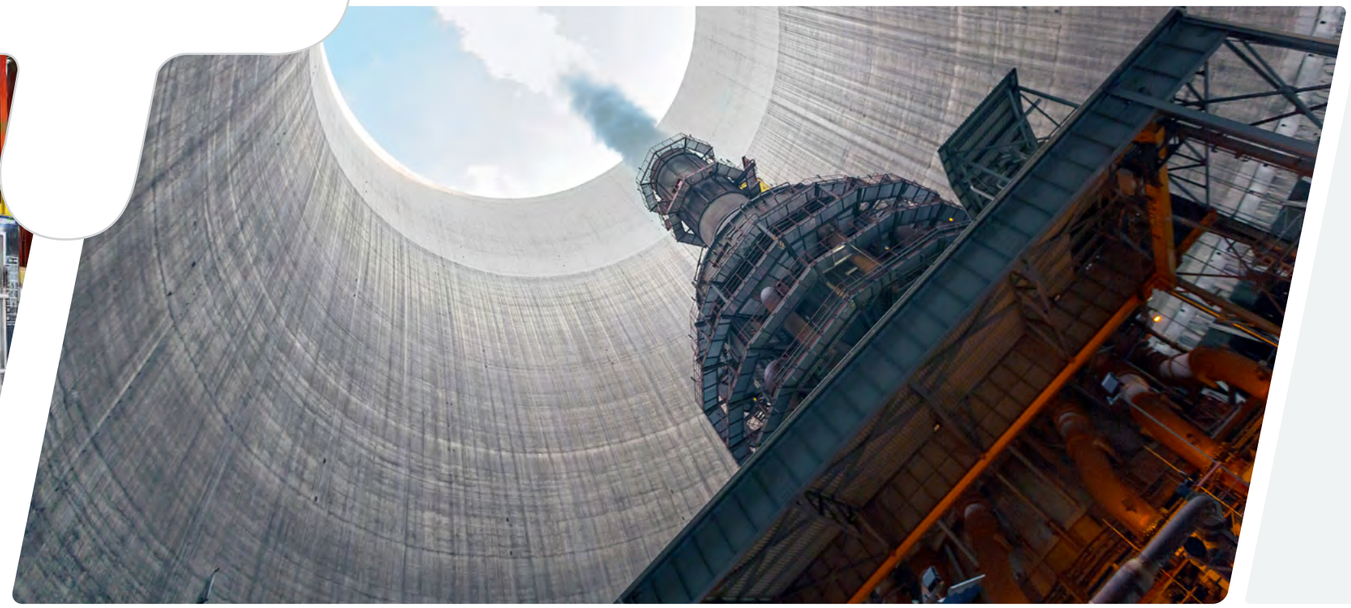
Read more at p. 84

En+ Group implements measures and initiatives aimed at reducing emissions of pollutants into the atmosphere by introducing advanced gas treatment facilities that reduce emissions from production facilities and upgrading dust-collecting plants.

Read more at p. 78

En+ Group intends to upgrade its aluminium production by replicating Eco-Soderberg and pre-baked anode technologies, that helps to reduce emissions and energy consumption.

Read more at p. 47



CHP modernisation enables the Company to boost operating efficiency and reduce GHG emissions.

Read more at p. 48

OUR FOCUS. OUR COMMITMENT. OUR MINDSET

COMMITMENT TO LOCAL COMMUNITIES

LOCAL COMMUNITIES REPRESENT ONE OF THE KEY STAKEHOLDER GROUPS FOR EN+

over
USD 55 mn
were allocated for social investments and charitable projects

USD 27 mn
were allocated for the implementation of projects and activities within the territory of Russia under the "Sustainable development of the areas of responsibility" programme

USD 692,000
were spent on the construction of ski depots in Divnogorsk and Nizhneudinsk

USD 234,000
were spent on projects and events to develop urban and corporate volunteering under the "Helping is Easy" programme

En+ strives to support local communities both in Russia and abroad increasing the Group's positive impact on them and minimising any possible negative influence in all regions of operation. Local communities represent one of the key stakeholder groups for En+, as do local NGOs and authorities. The Group's interaction with local communities is based on regular discussions with their representatives as well as on annual community surveys to identify local challenges and target community development activities.

UNDERSTANDING LOCAL COMMUNITIES' INTERESTS AND NEEDS DETERMINES OUR SOCIAL INVESTMENT PRIORITIES. EN+ GROUP IMPLEMENTS SOCIAL INVESTMENTS IN THE FOLLOWING KEY AREAS:

- Infrastructure development
- Assistance to vulnerable population groups
- Sports and healthy lifestyle
- Volunteering
- Environmental protection
- Education

Read more at p. 123

OUR FOCUS. OUR COMMITMENT. OUR MINDSET

LOW-CARBON ALUMINIUM AND POWER FOR OUR CUSTOMERS

THE COMPANY AIMS AT DEVELOPING NEW HYDROPOWER CAPACITY

78.2 TWh
low-carbon hydropower generation in 2021[1]

6.1 GWh
electricity produced at Abakan solar plant in 2021

The Group's power generation and energy efficiency strategy aims to increase output from HPPs, minimise electricity transmission loss and use more energy generated on-site. Industrial enterprises, households and municipalities as well as the Metals segment's assets in the region of operation are the core customers of renewable energy.

[1] Including Onda HPP

EN+ GROUP PRODUCES LOW-CARBON ALUMINIUM RECOGNISED IN THE MARKET THROUGH ITS LEADING BRAND ALLOW.

Guaranteed low CO_2 footprint: less than 4 t of CO_2e/t of aluminium produced (Scope 1 & 2 smelters only)

Ensuring transparency and assurance: carbon footprint statement with third-party verification, ASI certification, EPDs, ISO and REACH compliance, CDP disclosures

Promotes traceability, enabling attribution to a single smelter and guarantees environmental, health and safety, and other safeguards set out in the producer's policies

In 2021, over 100 customers of En+ Group opted for ALLOW, with total sales of 955 kt

SUSTAINABILITY MANAGEMENT

SUSTAINABILITY MANAGEMENT

2021 SUSTAINABILITY PROGRESS OVERVIEW

ESG RANKINGS AND AWARDS

E	S	G
11.6% reduction in GHG emission intensity (compared to 2014)	27.3% of women	7 out of 12 members of the Board were independent directors as at 31 December 2021
5% reduction in energy consumption (compared to 2019)	86% of employees were covered by collective barganing agreements	33% female representation on the Board of Directors
98.77% of energy used for primary aluminium production are made with hydropower	24% reduction in LTIFR	791 total employees' messages on the Signal Hotline
7% reduction in total air emissions (excluding GHG and CO compared to 2019)	18% reduction in severe injuries (compared to 2019)	35 internal and 22 independent quality audits were conducted
12.3% reduction in SOx emissions (compared to 2019)	Increase the salary level of the company's employees, which ensured the average income level is 10–15% higher compared to the regional salary level	34% of purchases from local suppliers
20% reduction in VOC emissions (compared to 2019)	USD 55 million amount of social investments	over USD 97.4 million allocated for HPPs and CHPs modernisation
95% of hazardous waste used and recycled	110% increase in government payments	USD 47.9 million overall economic effect of implementing business system projects
USD 154.9 million environmental investments	333 employees with disabilities worked in the Power segment	6 new ESG-related policies approved by the Board
13 ASI certified production facilities	499 employees participated in the Transformation programme for the talent pool, 38% of them were rotated within the Group	70% of critical issues brought escalated to the Board of Directors related to ESG issues

- **CDP**
  RUSAL A-
  LLC EUROSIBENERGO C
- **WINNER OF THE BRICS SOLUTIONS FOR SDGS AWARDS 2021 FOR THE COMPANY'S STELLAR 360 PROJECT**
- **LLC BAIKAL ENERGY COMPANY WAS RANKED BY WORLD WILDLIFE FUND (WWF) AS FIRST AMONG POWER GENERATING COMPANIES IN RUSSIA FOR THE THIRD TIME IN A ROW**
- **EN+ GROUP IS ONE OF JUST 28 COMPANIES GLOBALLY WITH CONFIRMATION FROM UN ENERGY** that its commitments to expanding clean energy generation and access have been officially recognised as an Energy Compact
- **WINNER OF THE "INDUSTRY LEADERSHIP AWARD: ALUMINIUM" AT THE 2021 S&P GLOBAL PLATTS GLOBAL METALS AWARDS**
- **TOP RANKED IN EXPERT RA'S ESG-TRANSPARENCY RATING OF RUSSIAN COMPANIES AND BANKS**
- **THE WINNER FOR ESG BREAKTHROUGH IN THE GREEN LIGHT AWARDS**

OUR APPROACH TO SUSTAINABILITY MANAGEMENT

Stakeholder Engagement

Management approach

GRI 102-42

En+ Group relies on responsible, respectful, and transparent communication with stakeholders in defining its corporate strategy. An experience of close engagement has positively affected the Group's operational performance, the well-being of local communities across operating regions, and effective mitigation of the environmental impact.

The Company's approach to defining goals, objectives, mechanisms, and procedures for stakeholder engagement management is reflected in the Stakeholder Engagement Policy.

This Policy is available on the Company's website: www.enplusgroup.com/en/investors/corporate-documents/

En+ Group's stakeholders were selected for the purpose of consultation based on the following criteria:
- significance of the Group to stakeholders
- their significance to the Group
- frequency of interaction with the Group
- impact of the activities and processes of the Group on stakeholders
- impact of stakeholders on the Group's activities and processes

En+ Group identifies the following stakeholder groups:
- associations and initiatives
- customers and suppliers;
- Group employees and trade unions
- governmental authorities;
- non-governmental organisations (NGOs); local communities;
- metal and stock exchanges
- rating agencies (including those specialising in ESG)
- and shareholders, investors, and financial analysts

At the core of the Stakeholder Engagement Policy lies not only mutually advantageous cooperation and partner relations for the benefit of the business, but also the creation of the best possible conditions for the development of society and the well-being of residents in the regions of presence.

En+ Group uses various forms of interaction and communication with stakeholders, responding to stakeholder's preferences where possible and emphasising effective two-way communication and feedback in order to maintain long-term constructive relationships and to identify new opportunities for cooperation and new ways of contributing to society through close interaction with all stakeholders of the Group.

GRI 102-40, 102-43, 102-44

Due to the COVID-19 pandemic in 2020, a number of meetings and events that we usually hold face to face were moved online via audio/video conferencing or postponed to 2021 to minimise the risk of exposing our staff or any members of the stakeholder groups to the COVID-19 virus.

Read more about engagement methods for key stakeholder groups applied by En+ Group are in the Stakeholder engagement table p. 24

270
stakeholders were involved in the survey to define material topics for the Group

Stakeholder engagement

Stakeholder group	Interests and expectations of stakeholders	Engagement methods	Group unit / frequency / oversight
ASSOCIATIONS AND INITIATIVES			
En+ Group believes that interaction with associations and initiatives can both help to achieve various goals of the Company and stimulate the development and improvement of the economic sector in which the Group operates	• Enhancing transparency of the technological processes in aluminium production • Transitioning to the production of low-carbon aluminium • Raising demand for low-carbon aluminium • Developing and deploying standards to reduce adverse impacts on the environment and to ensure responsible and open business practices	• Participation in meetings • Discussions concerning plans and joint resolutions of the Group via various communication channels • Preparation of Annual Reports	**Aluminium associations and initiatives** • Sustainable Development Department • On a regular basis **Energy associations** • Business Development Department • In line with the meetings calendar and upon request
Read more about Collaboration and Partnerships at p. 57			
CUSTOMERS AND SUPPLIERS			
En+ Group customers and suppliers are vital to our value creation. Being a reliable partner is one of our top priorities	• Openness and transparency of reporting, strategy, environment, and social responsibility (suppliers of consultancy services) • Receiving information regarding the Group's product mix, prices, and market • Support on contracts and prompt decision-making regarding new contracts	• Regular meetings • Participation of the Group in relevant forums and conferences • Audit of financial, tax and reputational status of suppliers, mandatory technical audit • Providing information upon request	**Customers** • Sales and Marketing Department • On a regular basis • Interaction reports submitted to the top management **Suppliers** • Commercial Department • On a continuous basis • Reporting to top management
Read more about Supply chain management and Quality management system at p. 50 and p.38			
EN+ GROUP EMPLOYEES			
Our success depends on building an inclusive and diverse environment where our employees can thrive	• Safe working conditions and fair remuneration • Compliance with employment law • Improving equality and diversity • Supporting labour rights	• Intranet portal for Group employees • Staff satisfaction surveys • Corporate Hotline • Contact with Workers Committees and Ethics Officers across the Group's operations	• Human Resources Department • Corporate Communications Department • On a regular basis • Reports to the Board of Directors
Read more about Employees at p.111			
GOVERNMENTAL AUTHORITIES			
Cooperation with regional and federal governments and positive relationships play a critical role in our licence to operate. The Company enters into socio-economic partnerships with local governments and cooperates with local authorities to implement social projects	• Positive operational, environmental, and social performance • Legislative and regulatory compliance	• Providing access and required information to the supervisory authorities, in accordance with the Barker Plan[1] • Email communication, official letters • Participation in workshops, round tables and ministerial, interinstitutional, and regional meetings	• Government Relations Department; heads of Regional Operations • On a regular basis and on request
Read more about Community engagement at p.125			

1. The Barker Plan (also known as the Chairman's plan), a roadmap to lift the OFAC sanctions imposed on the Company's corporate governance mechanism was implemented by the Board in 2018. The plan was successful, with sanctions lifted on 27 January 2019.

NON-GOVERNMENTAL ORGANISATIONS (NGOS) AND LOCAL COMMUNITIES			
En+ Group works collaboratively with researchers, educational institutions, and non-governmental organisations to develop effective strategies for sustainable development. To be able to operate in the long term, we must be respectful towards the views of local communities and build strong relations with our partners	• Positive sustainable development • Increasing the number and enhancing the transparency of environmental projects (provision of detailed information, including quantitative information on all stages of projects) • Increasing the number of jobs available to local communities	• Participation in relevant forums and conferences • Providing information upon request • Required disclosures via the Group's reports • Annual community surveys • Hosting own relevant events • Grant competitions to implement the initiatives of local NGOs	**NGOs** • Corporate Communications Department, Sustainable Development Department • In line with the reporting and international conference calendars, as well as upon request • Annual public discussion of the Sustainability report by WWF • Interaction Reports submitted to the Board **Local communities** • Corporate Communications Department, Committee of Social Investments of the Group • On a regular basis • Interaction reports to the Board of Directors
Read more about Community engagement at p. 125			
METAL AND STOCK EXCHANGES			
Metal exchanges provide an efficient and regulated marketplace for metals producers, speculators, and consumers to transact business. Interaction with metal and stock exchanges is vital to developing our business and the global market	• Raising demand for low-carbon aluminium • Financial statements and information regarding the Group's corporate governance in accordance with the requirements of stock exchanges • Openness and transparency of reporting, strategy, and information regarding ESG	• Participation in meetings and joint discussions • Participation in relevant conferences and forums • Providing information upon request • Submission of regular reports on the Group's activities	• Capital Markets and Strategic Initiatives Department • In line with the reporting calendar, monthly meetings and upon request • Interaction reports submitted to the Board of Directors
RATING AGENCIES (INCLUDING ESG RAS)			
Taking into account global trends and the growing interest of the investment community and business partners in ESG ratings, En+ Group intends to improve its ESG ratings and expand the number of ESG ratings that cover the Company	• Increasing the transparency of disclosures on environmental, social and governance indicators • Development of corporate policies and procedures	• Providing information upon request • Required disclosures via the Group's reports • Official press releases on the Company's website	• Capital Markets and Strategic Initiatives Department • In line with the reporting calendar and upon request • Interaction reports submitted to the Board of Directors
SHAREHOLDERS, INVESTORS AND FINANCIAL ANALYSTS			
The Company strives to strengthen the Group's competitive position, to deliver robust returns and long-term sustainable value for our investors and to have strong partnerships within financial markets. In turn, our investors provide the capital to expand and develop our performance	• Strong and sustainable financial performance • Dynamics of the share price performance • Short-term and long-term development strategy of the Group • Compliance with requirements on information disclosure and corporate governance	• Regular electronic communications • Publication of mandatory periodic reports • Official press releases on various events • Mandatory information submissions by the Group as an issuer of securities	• Capital Markets and Strategic Initiatives Department • In line with the reporting calendar and upon request • Interaction reports submitted to the Board of Directors

Materiality assessment

GRI 102-29, 102-46, 102-47, 103-1

En+ Group conducts regular materiality assessments and interacts with stakeholders to identify material topics. The assessments are based on a specially developed methodology that involves a comprehensive analysis and multi-channel communications with stakeholders.

EN+ GROUP APPROACH TO MATERIALITY ASSESSMENT

PRELIMINARY ANALYSIS OF MATERIAL ISSUES
- analysis of current En+ assessment and identification practices considering environmental, economic, and social impacts of the Company
- analysis of the requirements of international industry standards and recommendations
- comparative analysis of material topics highlighted in the reports of Russian and international metals, mining, and energy companies

• preliminary list of material topics

STAKEHOLDER SURVEYS (INTERNAL AND EXTERNAL)
- evaluation and prioritisation of stakeholder groups based on levels of dependence and influence
- selection of the most convenient interaction formats for each stakeholder group
- conducting online surveys and interviews with stakeholders
- analysis of feedback from stakeholders
- discussion of stakeholders' suggestions regarding the preliminary list of material topics

• placing the topics along the vertical axis (Y) of the materiality matrix

• placing the topics along the horizontal axis (X) of the materiality matrix

PRIORITISATION OF THE TOPICS FOR THE COMPANY
- analysis of the Company's position regarding potential material topics in a strategic perspective
- assessment of the significance of the impact
- prioritisation of the most significant material topics

• approved list of material topics

• preliminary materiality matrix

CONSOLIDATION OF THE DATA OBTAINED
- creation of a materiality matrix
- consideration of changes in material topics compared to previous reporting periods

• approved materiality matrix

APPROVAL
- consideration and approval of the final list of material topics and the materiality matrix by senior management and the Board of Directors

270 representatives of interested parties, including our shareholders, investors, analysts, customers, suppliers, employees, trade unions, national and regional authorities, NGOs, and local communities, were involved in the survey. For the number of respondents by stakeholder group, please see the Appendix, pp. 171-173

Materiality matrix

The matrix reflects significant ESG topics. The most significant and tangible ones are placed at the upper right corner.

List of material topics

	Environmental issues		Social issues		Business and governance issues
1	Air quality	7	Health and safety	13	Economic performance
2	Climate change	8	Employees management and engagement	14	Corporate governance
3	Energy management	9	Business ethics	15	Compliance and anti-corruption
4	Water and wastewater management	10	Local communities	16	Sustainable supply chain
5	Biodiversity	11	Human rights		
6	Safe management of tailings and waste	12	Social and cultural diversity and equal opportunity		

While discussing material issues with our stakeholders via interviews, we identified the following stakeholder concerns.

Read more about material topics for each shareholder group in the Appendix, p. 173

STAKEHOLDER CONCERNS

ESG MANAGEMENT
Sustainability risk management, involvement of senior management in ESG issues

Read more in the Corporate Governance section at p. 136

SUPPORT AND SAFETY FOR EMPLOYEES
Providing safe work place, ensuring decent wages and health support for employees

Read more in the Health and Safety section at p. 100

ASSESSMENT OF ENVIRONMENTAL PROJECTS IMPLEMENTED ON LAKE BAIKAL
Assessment of the Company's environmental impact on Lake Baikal, as well as the social impact resulting from the Company's activities

Read more in the Baikal section at p. 96

ENERGY CONSUMPTION AND ENERGY EFFICIENCY
Replacement of coal-fired power generation with energy from renewable sources

Read more in the Energy Management and Modernisation section at p. 68 and p. 46

LOCAL COMMUNITIES ENGAGEMENT
Mechanisms of consultation with local communities, implementation of measures to solve socially significant problems, support of local population

Read more in the Community Engagement section at p. 123

SUSTAINABILITY MANAGEMENT

Importance of material topics

	Material topic	Importance for En+ Group	Importance for stakeholders	Policies	Goals, targets and commitments to evaluate progress	Actions to manage the topic and related impacts
E	**Air quality**	The Group strives to minimise emissions of air pollutants to reduce the impact on the environment and climate change	• Shareholders, investors, analysts • Customers and suppliers • Employees and trade unions • Local communities • Non-profit organisations including environmental NGOs	Environmental Policy	• To comply with the requirements of environmental legislation **Metals segment's goals (RUSAL):** • To ensure the volume of the Company's emissions is in compliance with the regulatory requirements as established by law (which implies a 100% reduction in above-limit emissions into the atmosphere) by 2025 • To ensure the regulatory air quality and risk tolerance of the content of priority substances for public health, including the territories where the Company operates by 2030	Environmental stewardship, p. 78 **www.enplusgroup.com/en/investors/esg/environment/**
	Climate change	The Group is constantly expanding renewable energy sources, improving production efficiency, and reducing its impact on the environment and climate change	• Shareholders, investors, analysts • National and regional authorities • Non-profit organisations including environmental NGOs	Environmental Policy	• To become net zero by 2050 and to reduce greenhouse gas emissions by at least 35% by 2030 (Scopes 1 & 2 against a 2018 baseline) **Metals segment's goals:** • To reduce direct specific greenhouse gas emissions by 15% from 2014 levels (2.28 tCO_2e/tAl) at existing aluminium smelters by 2025 • To reduce direct specific GHG emissions by 10% vs. the 2014 level in existing alumina refineries by 2025 • To use an internal carbon price when making strategic and investment decisions, starting in 2017 • To support Russian and international initiatives and associations advocating actions to prevent climate change and backing carbon prices, provided they are aligned with the Company's strategic goals	Climate leadership, p. 62 **www.enplusgroup.com/en/investors/esg/environment/** **www.enplusgroup.com/upload/iblock/c6b/EN_-Pathway-to-net-zero.pdf**
	Energy management	En+ Group actively develops new ways to generate electricity, optimise power generation, and make production processes more efficient to address our carbon footprint and other issues related to the environment and climate change	• Shareholders, investors, analysts • Customers and suppliers • Local communities • Non-profit organisations including environmental NGOs	Environmental Policy	• To increase the use of alternative energy sources by 2030 • To reduce the average carbon intensity of generated and consumed electricity • To increase clean electricity generation by improving hydropower plant efficiency by 2.5 TWh, from the same amount of water passing through the turbines, and prevent over 2.5 mt of CO_2 emissions per annum from 2025 **Metals segment's goals:** • To purchase at least 95% of electricity from HPPs and other carbon-free sources of power generation for aluminium smelters by 2025 • To reduce specific electric power consumption by aluminium smelters by 7% vs. the 2011 level by 2025	Climate leadership, p. 68 **www.enplusgroup.com/en/investors/esg/environment/** **www.enplusgroup.com/upload/iblock/c6b/EN_-Pathway-to-net-zero.pdf**
	Water and wastewater management	A key area of En+ Group's water resource management is increasing the efficiency of water resource usage and preventing the pollution of water bodies to reduce the environmental impact	• Shareholders, investors, analysts • Local communities • Non-profit organisations including environmental NGOs	Environmental Policy	• To eliminate untreated wastewater discharge generated by the Power segment by 2030 • To minimise non-production water losses through technological optimisation by 2030 • To deploy recycled water systems for main processes in the Metals segment by 2025	Environmental stewardship, p. 80 **www.enplusgroup.com/en/investors/esg/environment/**
	Biodiversity	The Group strictly complies with environmental legislation and cooperates with research institutes and non-governmental organisations to develop effective measures to preserve ecosystems where impacts occur	• Shareholders, investors, analysts • Local communities • Non-profit organisations including environmental NGOs	EnvironmentalPolicy Biodiversity Policy	• To assess and minimise biodiversity risks **Metals segment's goal:** • To ensure a holistic approach to the biodiversity conservation and support to priority ecosystem services through the implementation of its own programmes for the biodiversity conservation and the quality of ecosystem services at all production enterprises of the Company, assessing its compliance in accordance with ASI standards, by 2030	Environmental stewardship, p. 90 **www.enplusgroup.com/en/investors/esg/environment/**
	Safe management of tailings and waste	En+ Group increases waste recycling and ensures the safe disposal of waste at disposal facilities to reduce environmental impact	• Shareholders, investors, analysts • Local communities • Non-profit organisations including environmental NGOs	Environmental Policy	• To decommission equipment with PCBs (polychlorinated biphenyls) and ensure their safe disposal by 2025 **Metals segment's goals:** • To ensure the fulfilment of the obligations to recultivate degraded lands, including decommissioned waste disposal facilities, implying the best available technologies, by 2030 • To get at least 15% of alumina production waste and at least 95% of aluminium and silicon production waste involved in the economic turnover and recycling, as well as to ensure that at least 20% of the aluminium consumption waste is returned to the economic loop-cycle by 2030	Environmental stewardship, p. 84 **www.enplusgroup.com/en/investors/esg/environment/**

SUSTAINABILITY MANAGEMENT

Importance of material topics

	Material topic	Importance for En+ Group	Importance for stakeholders	Policies	Goals, targets and commitments to evaluate progress	Actions to manage the topic and related impacts
S	**Health and safety**	Safety is our core value at the heart of performance across the Group. We manage the impacts of the Group activities and maintain a safe working environment for employees, contractors, and partners, chasing the target of zero injuries	• Shareholders, investors, analysts • Employees and trade unions • Customers and suppliers	Health, Occupational, Industrial and Fire Safety Policy	• To achieve zero fatalities as well as zero serious work-related injuries related to production processes **Metals segment goal:** • To provide a safe working environment for Company's employees and main suppliers with an 75% reduction in the frequency of occupational injuries and zero level "A" fatal injuries, accidents, and fires at work by 2030	Health and Safety, p. 100 **www.enplusgroup.com/en/sustainability/health-and-safety/**
S	**Employee management and engagement**	Human capital is a key factor in the successful development of En+ Group. Employee engagement is enhanced by trainings, professional development programmes, and performance and motivation frameworks	• Shareholders, investors, analysts • Employees and trade unions • Local communities	Corporate Code of Ethics	• To comply with all requirements of the employment laws and terms and conditions of employment contracts, respect personal freedom and human rights, provide everyone with equal opportunities and prevent any discrimination in the field of employment, as well as not using child labour **Metals segment goal:** • To gain the status of the 'Top employer for young generation' by creating a value proposition based on the principle of equal opportunities for employees of any gender, age, and background	Employees, p. 111 **www.enplusgroup.com/en/sustainability/people/**
S	**Social and cultural diversity and equal opportunities**	Promoting social and cultural diversity and equal opportunity plays a crucial role in establishing a comfortable environment for all Group employees. This includes ensuring equal opportunities for representatives of vulnerable groups of people	• Employees and trade unions • Local communities	Diversity and Equal Opportunities Policy	• To promote and maintain diversity, create conditions for effective performance and provide equal opportunities for all of the Group's employees	Employees, p. 113
S	**Human rights**	Respect for human rights is a fundamental value for the Group in ensuring its sustainable development	• Customers and suppliers • Employees and trade unions • Non-profit organisations including environmental NGOs	Policy on Human Rights	• To support the principles reflected in the Human Rights Policy	Employees, p. 111 **www.enplusgroup.com/en/sustainability/people/**
S	**Local communities**	En+ Group pays special attention to ensuring the sustainable economic development of regions	• Shareholders, investors, analysts • National and regional authorities • Employees and trade unions • Non-profit organisations including environmental NGOs	Stakeholder Engagement Policy	• To ensure that all communities in operating regions benefit from our presence • To establish close cooperation with local communities, government agencies, and non-profit organisations **Metals segment goal:** • To allocate 100% of social investments based on the methodology of the Sustainable Urban Development Index with measurable indicators of improved living standards as compared to other regions	Community engagement, p. 125 **www.enplusgroup.com/en/investors/esg/social/**
G	**Economic performance**	En+ Group's priority is ensuring business continuity, making strategic and commercial progress, increasing sales volumes of value-added products, improving cost efficiency as well as providing stakeholders with correct information regularly	• Shareholders, investors, analysts	Quality Policy Stakeholder Engagement Policy	• To raise the effectiveness of activities and achievement of strategic objectives	Key Economic and Financial Results, p. 10
G	**Corporate governance**	Strong corporate governance is a crucial element for gaining trust of the Company's stakeholders, attracting new investment and protecting its reputation	• Shareholders, investors, analysts	Regulations on the Board of Directors Board of Directors Diversity Policy Corporate Code of Ethics Anti-bribery and Corruption Policy	• To maintain high standards of corporate governance	Corporate Governance, p. 136
G	**Sustainable supply chain**	Building a sustainable and transparent supply chain is an essential element of our long-term success. We implement ESG principles and choose contractors and suppliers responsibly, in order to create an effective supply chain that will further contribute to creating the highest quality product, achieving the goals of En+ Group and the sustainably developing our regions of presence	• Customers and suppliers • Local communities	Supplier Standards	• To work in partnership with our suppliers, contractors and others with whom we do business to ensure adherence to Supplier Standard's principles **Metals segment goal:** • To form a sustainable ethical system for supplying raw materials, end products, and services based on our own accreditation, assessment and audit system in compliance with the ESG criteria to cover the top 200 suppliers by 2025 and 100% of suppliers by 2030	Supply Chain Management, p. 50
G	**Business ethics**	En+ Group values its business reputation and strives to promote high standards of business conduct both among its employees and business partners	• Shareholders, investors, analysts • Customers and suppliers • Employees and trade unions	Corporate Code of Ethics	• To maintain zero tolerance of any form of discrimination, workplace harassment, or any other conduct that could be considered offensive and unacceptable • To build mutually beneficial relationships with all our stakeholders based on the principles of partnership and mutual respect	Our values. Ethics and Integrity, p. 144 **www.enplusgroup.com/en/sustainability/ethics/**
G	**Compliance and anti-corruption**	Compliance with statutory and regulatory requirements in social, environmental, and financial issues requires the Group to establish special policies and procedures, train our employees to better understand those norms, and to implement internal controls and anti-corruption practices	• Shareholders, investors, analysts • Customers and suppliers • Employees and trade unions	Anti-bribery and Corruption Policy	• To ensure the awareness and compliance of the Group with the Anti-Corruption Laws and this Policy • To prohibit and prevent the Group, Employees and Third Parties from engaging in Bribery and Corruption • To create a consistent perception of the Group and Employees as committed to the principles of zero tolerance towards Corruption in all forms and manifestations	Our values. Ethics and Integrity, p. 142 **www.enplusgroup.com/en/sustainability/ethics/**

SUSTAINABILITY MANAGEMENT

INNOVATION THROUGH THE VALUE CHAIN

Business system

Key highlights

641 projects
on the business system

14,715 proposals
for the system development

USD 47.9 mn
of the total economic effect

Status of goals set in 2020

	Goals	*Status*
1	**ENSURE THE ORGANISATION OF BUSINESS SYSTEM TRAINING** for candidates under the Business System-250 programme and the creation of a succession pool for the key positions in the Group's companies	In progress
2	**ORGANISE AND CONDUCT THE FACTORY** and corporate stages of the Improvement of the Year 2021 contest	Completed
3	**ORGANISE AND CONDUCT AUDITS** on the business system implementation in the Group's companies in accordance with the schedule for 2021	Completed
4	**IMPLEMENT THE PROJECT** on studying the influence of physical activity on the development of occupational diseases	In progress
5	**ORGANISE METHODOLOGICAL SUPPORT** for the programme of organising internships for a succession pool in 2021	Completed
6	**CONTINUE TRAINING** under the Transformation programme – 100 people	In progress
7	**CONDUCT BUSINESS SYSTEM TRAININGS** for managers and chief engineers of the Group's companies	In progress[1]
8	**OPEN PERSONAL PROJECTS** by the top- and mid-level managers (GD, GD-1, GD-2 levels)	Completed

Material topics

- Economic performance
- Energy management
- Employees management and engagement

The business system of En+ Group consists of all the processes that contribute to the creation of an environment for the continuous development of employees, corporate culture, and production practices within the Group. The system is based on projects drawn up, initiated and implemented by the employees, and is aimed not only at achieving the highest quality but also at fulfilling this goal at the lowest cost and within the shortest period. In developing its business system, En+ Group primarily strives to reduce heat and electricity losses and the use of raw materials, as well as to increase the efficiency of the equipment used.
The Group develops sustainably, ensuring the implications of future activities are planned today by improving the business system, which directly increases the operational efficiency, facilitates employee participation and personal fulfilment and thus enhances the corporate culture as a whole.
In 2021, En+ Group continued to actively develop its business system at the model sites, which have been operating since 2018. To this end, five field meetings of the management committees were held in companies of the Metals segment with the participation of heads of divisions and members of the RUSAL Executive Committee.

Besides the internal Metals and Power segments, the Group's business system also covers its suppliers. Employees of the Metals segment exchanged experience in implementing the business system with representatives of a number of third-party companies, and the Power segment launched a specific project to work with suppliers of turbine equipment spare parts in the reporting period.

Performance

En+ Group constantly improves the technologies used in its business system with significant assistance from its employees who demonstrate a highly proactive approach in their work. Thus, in 2021, 641 projects and 14,715 proposals for the business system development were implemented.

The total economic effect of the implementation of all the business system projects in En+ Group in 2021 amounts to USD 47.9 million.

Metals segment

In the reporting period, En+ Group continued to improve its business system by implementing projects on reducing production costs and increasing equipment efficiency.

Optimisation of the Production

BUSINESS SYSTEM-250

Goal and results

Goal	*Results*
• **CREATE A SUCCESSION POOL** for the key positions • **TRAIN CANDIDATES ACCORDING** to the BS-250 programme	• The BS-250 programme was implemented in 34 Group companies. • The Power segment employees and previous BS-250 participants were involved. • 93 trainings were held. • 537 employees participated. • 77 participants graduated from the two-year programme, 11 of them with honours. • 117 participants were appointed to higher positions, four of them to senior management ones. • 14 employees received practical training as part of the professional development programme and the implementation of KPIs.

INTERNSHIP OF THE SUCCESSION POOL

Goal and results

Goal	*Results*
CARRY OUT THE SUCCESSION POOL TRAININGS	• 14 employees of the central company completed trainings. • 79 students successfully finished and 78 students began studying the subject of the Business System at three departments of the School of Non-Ferrous Metals and Material Science and the Polytechnic Institute of the Siberian Federal University.

1. Due to the COVID-19 restrictions, En+ Group did not manage to conduct separate trainings for these employee categories but succeeded in organising their training under the Transformation programme.

Enhancement of the System

BUSINESS SYSTEM AUDITS

Goal and results

Goal	*Results*
CONDUCT AUDITS OF THE IMPLEMENTED BUSINESS SYSTEM	• 32 audits of the business system implemented in 14 Group companies were held. • The level of the implementation was evaluated. • The heads of the companies learned the results in the reports.

IMPROVEMENTS OF THE YEAR 2021

Goal and results

Goal	*Results*
HOLD THE IMPROVEMENTS OF THE YEAR 2021 CONTEST	• The contest consists of two stages – at the factories (held in 1H 2021) and a corporate level (in September). • 30 companies of the Group and 1,232 employees participated. • 896 projects competed in six categories: safety, quality, productivity, efficiency, ecology, and theory of inventive problem solving (11 companies participated in the latest category). • The economic effect of the projects equates to more than USD 14.7 million.[1]

BUSINESS SYSTEM TRAINING

Goal and results

Goal	*Results*
TRAIN EMPLOYEES ON BUSINESS SYSTEM PRINCIPLES AND INSTRUMENTS	• 6,677 employees were trained internally. • 6,221 participants underwent remote training. • 362 multi-topical practical trainings on production process organisation and improvement were held. • 157 employees were trained externally.

Support for Employees

PHYSICAL ACTIVITIES AND OCCUPATIONAL DISEASES

Goal and results

Goal	*Results*
CONTINUE THE PROJECT ON STUDYING THE INFLUENCE OF PHYSICAL ACTIVITIES ON OCCUPATIONAL DISEASES	• The project team operated at RUSAL Krasnoyarsk. • The use of new technological equipment facilitated the increase in the level of mechanisation from 52% to 60%. • The employees who execute basic physical operations practised exercises for stretching their muscles and used elastic locking straps.

[1] Calculated based on the RUB/USD exchange rate of 73.65 roubles per USD.

Optimisation of the Production

QUALITY IMPROVEMENT

Goal and results

Goal	*Results*
INCREASE THE OUTPUT OF HIGHER GRADES OF METAL	• The transition to sections of the gas collecting bell, made of aluminium and its alloys, has been carried out at RUSAL Krasnoyarsk. • New drawings of sections of the gas collecting bell have been developed. • Cast iron as a production material has been replaced with aluminium containing alloys. • Production has been organised at the SKAD subsidiary foundry and mechanical plant. • The casting of higher grades of metal has increased from 79% to 92%.

MORE OXYGEN FOR ALUMINIUM

Goal and results

Goal	*Results*
INCREASE OXYGEN RELEASE	• The capacity of the liquid oxygen pump in the VALKOM-PM subsidiary has increased from 200 to 220 litres per hour. • The level of filling of oxygen cylinders has increased from 120 to 520 pieces per day.

COST-SAVING TRANSPORTATION

Goal and results

Goal	*Results*
REDUCE THE COST OF TRANSPORTING FINISHED PRODUCTS FROM THE PLACE OF PRODUCTION	• The project deals with the logistical interaction between RUSAL Kamensk-Uralsky and Aluminium division companies. • 256,080 t of alumina per year are shipped in trucks with soft one-time wagon liners instead of soft containers with a load capacity of up to 14 t. • Modernisation of two silos has been carried out. • The method of loading alumina with the use of the technology of blowing soft one-time wagon liners has been improved. • The project continues in 2022, the expected increase in the shipment of alumina is up to 259,291 t per year.

EFFICIENT CASTING

Goal and results

Goal	*Results*
BUILD AN EFFICIENT PRODUCTION FLOW OF CYLINDRICAL INGOTS	• The project has been implemented in the Department for Foundry Production at RUSAL Sayanogorsk. • The risk of failure of Snif rotors has been eliminated. • The parameters of increasing the productivity of the homogenisation furnace have been selected. • The optimal settings of the Hertwich line for ingots of each diameter have been set. • The output of cylindrical ingots on two semi-continuous aluminium casting machines in one of the foundry units has increased from 164,810 to 185,642 t.

Power segment

The Group carried out valuable activities to improve satisfaction of the employees with the household and industrial premises and to create safe working conditions for them.

IMPROVEMENT OF LIVING CONDITIONS

- Weekly inspections of all household premises that resulted in drawing up relevant acts and checklists were held.
- 1,986 violations were identified and eliminated as a result of inspections of the living conditions.

ORGANISATION OF WORKPLACES

- The Regulations on the Procedure for the Rational Organisation of Workplaces in Accordance with the 5S Methodology were approved.
- The 5S System consists of five principles: sort, keep order, keep it clean, standardise, improve.
- Methodical materials and schedules were developed for bringing the premises in line with the regulations until the end of 2021.
- 3,868 workplaces were brought in line with the requirements of the first three principles of the 5S System.

REFERENCE WORKSHOPS

- Reference workshops were formed.
- Approaches to storage, accounting, and issuance of tools and accessories were developed.
- Information points were updated and standardised.

In 2021, the Group implemented a number of other significant projects aimed at improving its business system.

Enhancement of the System

PROJECTS BY MANAGEMENT

- 170 personal projects were launched by the top- and mid-level managers for the first time in 2021, for example, the project by the CEO of the LLC Baikal Energy Company on improving the reliability and efficiency of the power supply to RUSAL Achinsk.
- 104 of these projects have been already implemented.

IDEAS OF THE YEAR

- Kaizen of the Year and Project of the Year contests were held.
- 3,579 Kaizen proposals were submitted in total during 2021.
- More than USD 20,000 were allocated. for the remuneration of proactive employees.
- 104 Kaizen proposals and 50 projects competed in the finals in 13 nominations.
- 576 employees were involved in project teams.

Development of Employees

28 heads and 40 lead engineers of the Group completed special business system trainings.

BS-250

- 78 practice sessions of the Transformation programme were arranged.
- 236 employees took part in the sessions.
- 100 participants successfully completed all four business system modules.
- 122 employees continue the Transformation programme training.
- 72 participants of the programme were promoted.
- 207 employees applied for the programme in 2022.

SYSTEM FOR NEWCOMERS

- The programme on training of the newly employed personnel on the Group's business system was developed.

Optimisation of the Production

TECHNICAL RE-EQUIPMENT

- The technical re-equipment (the generator and the turbine replacement and further comprehensive testing) of the hydraulic unit no. 1 of the Irkutsk HPP now takes only 368 days instead of 512 days, reducing the Group's costs by about USD 0.5 million.
- This achievement is planned to be replicated in the other two hydraulic units of the Irkutsk HPP, which will be re-equipped.

RESULTS AT THE NOVO-IRKUTSK CHP

- The limiting of thermal energy for consumers in Irkutsk due to the extension of applications was reduced from 168 to 92 cases.
- The normalised losses of thermal energy on the heating networks of Irkutsk were reduced by 4,227 Gcal compared to 2020.
- The supply of coal with a daily sulphur content outside the permissible range to boilers was reduced from 16 to 7 cases per month.
- The efficiency of boilers at low loads was improved by reducing the content of fuels in the slag to standard levels.

OPERATIONAL DEVELOPMENT PROGRAMME

- 351 projects on the Operational Development programme and 3,108 Kaizen proposals for it were implemented.
- The economic effect equalled more than USD 8.1 million.

Improvements by Employees

En+ Group gathers employee ideas about the ways to increase the operational efficiency within the Company, further develops employee initiatives and finally implements their proposals in the production process. Kaizen workshops, set up in the Metals segment, contribute to these activities. The workshops operate at the metallurgical plants of Aluminium, Alumina and Downstream divisions, and in RUSAL's New Projects department as well.

Kaizen proposals and workshops

Indicator	Segment	2019	2020	2021
Proposals received from employees	Metals segment	10,713	11,816	12,396
	Power segment	4,101	3,754	3,579
Employee proposals implemented	Metals segment	9,645	11,155	11,607
	Power segment	3,803	3,754	3,108
Number of Kaizen workshops	Metals segment	10	10	10

QUALITY MANAGEMENT SYSTEM

Quality policy

Key highlights

4.17 customer
average satisfaction level

46%
net promoter score loyalty index

35 *internal and* **22**
independent audits were conducted

Material topics
- Economic performance

Economic performance
Providing high quality at all stages of the product life cycle in both the Metals and the Power segments is one of our priorities, and the Company's employees at all levels demonstrate a commitment to high quality.

En+ Group constantly improves the internal quality management system (QMS).

In 2021, the Group developed the Quality Policy, approved by the Board of Directors. All the employees of En+ Group and its management bodies are obliged to follow the Policy.

This Policy is available on the Company's website: www.enplusgroup.com/en/investors/corporate-documents/

The Quality Policy of the Group establishes its goals and key principles which include:
- built-in quality
- focus on consumer
- development of valuable and reliable suppliers
- culture
- business excellence model
- striving for continuous improvement and creating value
- responsibility

QMS OF EN+ GROUP

- PRIMARY FOCUS ON THE CLIENTS
- FOLLOWING STANDARDS FOR THE HIGH QUALITY
- INVOLVING EMPLOYEES IN THE QUALITY MANAGEMENT (QM) EFFECTIVELY

Primary focus on the clients

Implementing a customer-focused approach, we use a variety of channels to communicate with our consumers and implement initiatives aimed at the continuous improvement of our services and goods. Our interaction with consumers is based on trust and effective feedback.

Both Metals and Power segments take measures to efficiently interact with clients. En+ Group endeavours to implement projects in line with the best practices, and introduces new initiatives, products, and services based on valuable client feedback.

Metals segment

PERFECT PROCESS
- 38 projects were implemented in 2021 in the framework of the Perfect Process initiative in Aluminium and Downstream divisions, and New Projects department.
- The initiative facilitates the choice by the Group of the products and services offered with regard to the main clients' interests.

CLAIMS CONSIDERATION
- In 2021, nine volunteer response factory teams considered repeating claims of the clients, including white corrosion, wire rod oxidation and breakage during processing.
- The teams define, measure, analyse the existing product quality issues, improve and control the relevant process and replicate the most suitable solution to the problem (Six Sigma methodology).

SATISFACTION ASSESSMENT
- 4.17 – average customer satisfaction level.
- 46% – NPS loyalty index.
- 187 clients took part in the satisfaction survey.
- The survey helped to understand clients' interests in the products and relevant processes.
- Improvement plans were implemented in the divisions.

IMPROVING INTERACTION
- The interaction with the clients is improved through focus programmes.
- The programmes aim at effectively interacting with clients and gathering their feedback.

REGISTER OF RATINGS
- 93 master statuses were received by RUSAL in 2021.
- In RUSAL, the register of the Company's ratings is applied.
- The register includes information on the interaction with key clients and the status of the relevant measures being implemented.

QUALITY PLANNING
- Five key clients approved quality planning projects initiated by the Group.
- Advanced product quality planning aims at quality management in interaction with the main clients.
- The production sites were inspected.

Power segment

DIGITALISATION
2019–2026

- Implementation of the digitalisation project continued.
- The mission of this programme is to improve service dependability and offer new services for our customers.
- The Group's generating and transmitting capacity is being consolidated into a single digital system.

FEEDBACK MANAGEMENT

Feedback channels on energy delivery to end consumers, which operate in the Group's Irkutsk Electric Grid Company, are as follows:
- automated communication systems
- various social networks
- call centres

Based on the results of the feedback analysis, on-site inspections have been stipulated.

Following standards for the high quality

En+ Group follows the best practices and internationally recognised high standards in various fields of production, including product quality. The Group's compliance with the standards is regularly inspected. Thus, in 2021, 35 internal and 22 independent (by the certification bodies) audits were conducted in the Metals segment, including 24 audits in total at the aluminium plants, and at the newly purchased Aluminium Rheinfelden GmbH as well.

Quality standards of En+ Group

ISO 9001
The main standard for QMS
- Key RUSAL companies
- Krasnoyarsk Metallurgical Plant

IATF 16949
Standard for the automobile industry
- Five aluminium plants
- One wheel plant

FSSC 22000
Safety standard for food products
- All the foil rolling companies

DNV Ship, ABS Ship
Shipbuilding standards
- Production of flat ingots
- RUSAL Bratsk in 2021

Involving employees in the QM effectively

The Company is convinced that its employees are the crucial factor in improving the product quality and the internal QMS as a whole. To involve the personnel in managing the process effectively, the Group provides various comprehensive trainings for the employees in the Metals segment, including QM programmes, courses, and specific tools.

The Quality Academy of En+ Group has been set up to offer fully-fledged education in the field of QM for the employees of the Group, to develop them as an important element of ensuring the efficient QMS and to enhance the approach to employee training steadily. In 2021, the academy provided five educational programmes and 27 internal courses grouped by three areas.

AREAS OF EMPLOYEES TRAINING IN THE QM

- QM REQUIREMENTS AND METHODS
- TYPES AND CONSEQUENCES OF FAILURES ANALYSIS
- STATISTICAL PROCESS MANAGEMENT
- MEASURING SYSTEMS ANALYSIS
- ADVANCED PRODUCT QUALITY PLANNING
- QUALITY ACADEMY

Educational programmes
- Auditor Training
- Quality College
- Quality Experts
- Supplier School
- Quality Trainers

Internal courses grouped by areas
- Basic Knowledge
- Tools and Methodologies
- Specialised Training

SUSTAINABILITY MANAGEMENT

Scientific and technological development management

R&D Policy
Patent Policy

Key highlights

USD 400 mn
invested in the Taishet Anode Factory construction

over
USD 97.4 mn
allocated for HPPs and CHPs modernisation

over
USD 17 mn
allocated for the full transfer of energy loading between Angarsk CHPs

Status of goals set in 2020

	Goals	*Status*
1	IMPLEMENT AN APQP APPROVAL PROCESS FOR SUPPLIERS TO IMPROVE THE VALIDATION PROCESS	In progress
2	CONTINUE AUTOMATION OF OPERATIONAL ACTIVITIES AND COST-CUTTING MEASURES, INCLUDING HEDGING THE COST OF ENERGY RESOURCES	–
3	REVISE THE APPROACH AND UPDATE the R&D management system	Completed
4	CREATE A RESEARCH STRATEGY	Completed
5	REVIEW THE EXISTING REGULATORY DOCUMENTS	Completed
6	SUPPLY TWO NEW IMPELLERS FOR THE KRASNOYARSK HPP FOR PLANNED REPLACEMENT IN 2022	Completed
7	REPLACE THE HYDRAULIC UNIT NO. 1 of the Irkutsk HPP	Completed
8	REPLACE THE IMPELLER OF THE HYDRAULIC UNIT NO. 3 of the Bratsk HPP	Completed
	COMPLETE THE INSTALLATION of the 4T transformer scheduled for the second quarter of 2021	Completed

Material topics

- Air quality
- Climate change
- Energy management
- Water and wastewater management
- Safe management of tailings and waste
- Economic performance

Management approach

GRI 102-11

Our approach to scientific and technological development and modernisation takes into account industrial and economic feasibility, as well as environmental impact. Our innovative projects use the best available environmental technologies and reduce costs. The R&D Council and the Innovation Committee, established in 2020, remain the key decision-making bodies within En+ Group in this field. The R&D efforts of the Group are aimed at solving the current tasks of its members and the issues of building new business lines relating to improving the reliability and safety of equipment and the efficiency of technological processes, introducing new technologies and developing green energy projects. In 2021, the capital expenditures of the Metals segment on R&D and modernisation amounted to USD 399 million and USD 650 million, respectively.

R&D projects

Metals segment

> NEW **HIGH-TECH ALUMINIUM** PLANT

- In 2021, the first stage of the Taishet Aluminium Smelter was launched.
- The production complex of the plant already includes two electrolysis workshops, a foundry, anode and power workshops, and infrastructure facilities.
- The Taishet Aluminium Smelter will become:
  - the third-largest aluminium plant in Russia after the Bratsk and Krasnoyarsk Aluminium Smelters, also owned by RUSAL
  - one of the largest non-ferrous metal smelting plants in the country
  - one of the most environmentally friendly aluminium plants in the whole world
- The plant is equipped with leading high technologies, including modern dry gas purification systems (more than 98.5% of capture efficiency) and new generation energy-efficient electrolysers.
- The electrolysers used at the plant are one of the most powerful ones in the world (the capacity is about three t of aluminium per day), were invented by the RUSAL Engineering and Technology Centre (ETC) and are equipped with automatic alumina supply systems.

> NEW **ANODE** FACTORY

- In 2021, the first stage of the Taishet Anode Factory continued operations and the second stage was being constructed with a target to begin working in 2024 (420,000 t of calcined coke per year and 400,000 t of baked anodes planned).
- Investments of the Group in the project equal USD 400 million.
- The implementation of the project will ensure total localisation of anode production and reduce dependence on external suppliers.
- The factory produces the pre-baked and baked anodes, developed by the RUSAL ETC and audited by the world leader in the field of baked anodes.
- The pre-baked anodes will be supplied to the Taishet Aluminium Smelter, the baked ones – to the Sayanogorsk, Boguchany and Krasnoyarsk Aluminium Smelters of RUSAL as well.

INERT ANODE

- The Group started industrial and commercial production of inert anodes as an advanced decarbonisation technology.
- As a result, the carbon footprint of aluminium production will be minimised to 0.5% of emissions at the plant and 13% of emissions in the full cycle.
- The Group continued testing the new prototype of an electrolyser with inert anodes and produced the first batch of aluminium with the lowest carbon footprint in the industry.
- The new experimental electrolyser has innovative technical solutions, which make it possible to increase the purity of the aluminium produced, and reduce the carbon footprint and operating costs to record low levels.
- RUSAL produced about 45 t of wire rod using 33 t of inert metal and signed contracts with international companies for the supply of aluminium, which was created using an inert anode technology, for the production of beer and aerosol cans and other types of packaging.
- Inert anodes are made of ceramics or alloys and completely eliminate greenhouse gas and other harmful substances emissions, unlike traditional carbon anodes.

RESOURCE-SAVING ELECTROLYSERS

- The experimental industrial unit of the Sayanogorsk Aluminium Smelter continued testing the operation of energy-efficient electrolysers.
- The Group independently developed a new type of high productivity electrolyser, on the basis of the RUSAL ETC.
- In 2021, resource-saving electrolysers improved their own performance:
  - energy consumption reduced to less than 12.8 MWh per t of products
  - productivity increased to 96%
  - fluoride emissions reduced to less than 0.15 kg per t
  - a number of expert surveys have confirmed the high service life

TECHNOLOGIES FROM THE CORPORATE INSTITUTE

- The Group launched the full production cycle on the basis of its own research centre.
- The RUSAL Institute of Light Materials and Technologies (ILMT) developed unique high-strength and heat-resistant materials based on aluminium.
- The institute started to provide clients with a variety of services, including creation of a wide range of materials and printing technologies using the upgraded equipment, design and optimisation of parts for printing.
- RUSAL ILMT continued to create the high-heat-resistant aluminium alloy adapted for 3D printing.
- New alloys and technological powders and composites were created.

Power segment
In 2021, the Power segment reviewed the R&D management approach to reduce risks and increase the efficiency of R&D projects, and to support the production of the Group:

- introducing modern information and analytical systems within the R&D Department to work with patent and economic data, search for breakthrough technologies and to carry out a comprehensive expert examination
- cooperating with external consultants to implement technological scouting
- developing the personnel of the R&D Department
- attracting graduates from various universities to analyse certain R&D issues of the Group's interest and to identify promising topics
- improving interaction and implementing joint projects of the R&D Department with other innovation-linked units

FIRST COMMERCIAL NUCLEAR REACTOR

- Creating a small compact reactor with a capacity of 100 MW together with Rosatom
- Potentially, the world's first commercial medium-power reactor of the fourth generation using a heavy metal coolant
- The reactor is an effective eco-energy alternative, especially for remote territories, and may occupy 10–15% of the global market for nuclear small and medium-power reactors.

HYBRID PEROVSKITES FOR SOLAR PANELS

- The Group continues implementing the project for the development of hybrid perovskites for solar panels.
- Hybrid perovskites have the potential to increase the efficiency of solar panels compared to traditional silicon-based ones.
- The use of hybrid perovskites will increase the amount of solar energy generation and lead to a reduction in carbon dioxide emissions.
- The volume of funding for the project exceeded USD 1 million in 2021.

ACHIEVEMENTS IN INVENTIONS

- About ten patents were obtained abroad, including in the EU, China, and the USA, through international applications.
- New intellectual property has been developed and may form the basis of future patent applications.
- Scientific articles were published in leading international journals.

PARTNERSHIP WITH RESEARCH CENTRES

- The Group was included into the Consortium of the Competence Centre for Technologies of New and Mobile Energy Sources – a part of the Institute of Problems of Chemical Physics of the Russian Academy of Sciences.
- The centre carries out comprehensive development of end-to-end technologies of the National Technological Initiative.
- The Company develops partnership with the centre in the field of hydrogen energy and energy storage.
- The Group also continues the previously started partnership with Lomonosov Moscow State University and Irkutsk National Research Institute.

FORECASTING THE INFLOW OF LAKE BAIKAL

- In 2021, the second phase of long-term forecasting of the inflow of Lake Baikal using methods of hydrological modelling and machine learning was launched.
- The Group studies the impact of water-use regimes on the environment and looks for ways to reduce the impact of production on it.
- The amount of funding for the project was about USD 100,000 in 2021.

ELECTRIC CHARGING STATIONS

- Eight electric charging stations, opened by the Group in 2019-2020, operate in the Irkutsk Region.
- The Group believes the stations provide the convenient infrastructure stimulating the purchase of electric vehicles by local people.

YENISEI RIVER STUDYING

- The Group is studying the influence of the Yenisei River on the ecology of Krasnoyarsk.
- In 2019, at the initiative of the Group, a study was launched on the influence of the temperature regime of the Yenisei River in the lower reaches of the Krasnoyarsk HPP on the quality of atmospheric air in Krasnoyarsk.
- The executor is the Institute of Computational Modelling of the Siberian Branch of the Russian Academy of Sciences.
- As part of the study, unique observations of the main meteorological characteristics and the patterns of distribution of suspended particles were made over the Yenisei water area.
- The analysis of the data obtained led to the need for a revision of the Group's approach to the work.
- The Company plans to calculate the impact of the project.

Modernisation projects

Metals segment

ANODE BAKING FURNACES RENEWAL

- In 2021, the technical specialists of the Sayanogorsk and Khakas Aluminium Smelters developed design and working documentation on the modernisation of the anode baking furnaces.
- The professionals of the plant continued carrying out the required expert examination of the furnaces in the reporting period.

ECO-SODERBERG

- The Group managed to create its own innovative gas cleaning system, which is almost 100% efficient and saves materials and energy.
- In addition to the internal system, the Group actively applies Eco-Soderberg technology with fluoride indicators from 3.5 to 6.8 times better than those of other existing ones.
- The Eco-Soderberg will be implemented in about two-thirds of all electrolysis workshops with unit no. 8 fully completed, and a total of 25% electrolysers already modernised at the Bratsk Aluminium Smelter.
- The technology is effectively used in the electrolysis workshops at the Irkutsk (more than 40% of electrolysers modernised, 100% planned) and Novokuznetsk (about one-third modernised, more than 90% planned) Aluminium Smelters.
- All the electrolysers with self-baked anodes and about 2,000 electrolysers in total (100% of planned) have been modernised at the Krasnoyarsk Aluminium Smelter.
- 21 electrolysers out of 166 planned have already been modernised at the Volgograd Aluminium Smelter.
- The cost of major repair of electrolysers amounted to USD 143 million in 2021.

ECO-FRIENDLY ALUMINIUM PITCH

- The Group continued working with suppliers, who are ready for modernisation of the production and are able to produce environmentally friendly raw materials for the Company.
- In the reporting period, the Group proceeded implementing plans to completely convert the electrolysers of the Krasnoyarsk Aluminium Smelter to eco-friendly aluminium pitch by 2024.
- This pitch contains less resin and for this reason is less hazardous for the environment, when used in production.
- The eco-friendly aluminium pitch was developed by the RUSAL ETC, and its implementation will facilitate reduction of the harmful benzo[a] pyrene emissions by at least 60% in the near future.

Power segment

HPPs Modernisation

En+ Group allocated over USD 97.4 million for HPPs and CHPs modernisation in total. The implementation of the Group's New Energy Siberian HPPs modernisation programme will ensure some of the best performance indicators in the hydropower industry.

UST-ILIMSK HPP

Brief and results

Project in brief

- **MAJOR REPAIR** of hydraulic unit No. 10
- **HIGH UNIT PRODUCTIVITY,** and the efficiency and durability of the new impeller

Results

- The total amount of additional power generation by hydraulic units with new impellers is 277,089 MWh.

Brief and results

BRATSK HPP

Project in brief

- **HYDRAULIC UNIT NO. 3** was launched
- **HYDRAULIC UNITS NOS. 8 AND 10** are currently undergoing a major repair, an impeller of the unit No. 1 is to be replaced in the near future
- **THE REPLACEMENT** of the equipment of the remaining four impellers will be completed by 2026, not taking into account the above: Unit No. 3 has already been introduced and Unit No. 1 – work has begun

Results

- In total, 13 impellers have already been replaced, that facilitates replacement of generation units at HPPs and an increase in the efficiency of up to 95.3% and electricity generation in general.
- As a result, the characteristics of the new impellers have improved the efficiency by 5% and power generation with the same water consumption rate.
- The total amount of additional power generation by hydraulic units with new impellers is 1,420,087 MWh.

Brief and results

IRKUTSK HPP

Project in brief

- **THE NEW HYDRAULIC UNIT NO. 1** was launched costing over USD 13.5 million
- **THE HYDRAULIC UNIT NO. 1** was completely replaced, including the hydro turbine and generator

Results

- The installed unit meets all modern environmental requirements and demands for operational reliability and safety of the HPP equipment.
- The total amount of additional power generation after the replacement of hydraulic units is 69,688 MWh.
- The capacity of the entire hydraulic unit will grow significantly: from 82.8 MW to 107.5 MW.

CHPs Modernisation

The renewal of the CHPs in the Irkutsk Region under the COMMod programme is aimed at reducing the risks of accidents, increasing the reliability of the CHPs and the readiness of the heat source for growing heat consumption. Modernisation of equipment at the CHPs will also improve the environmental situation in the Irkutsk Region.

Procurement procedures were carried out, equipment suppliers and contractors were selected for design and survey, construction and installation work with EPC (engineering, procurement, construction) contracts signed.

CHP-6

- Boiler: dismantling works completed, faceplate blocks mounted, and culvert bends installation commenced.
- Electrofilter: dismantling works completed, foundations prepared, and delivery of metal structures for the bearing installation is underway.
- Turbine unit: works on scraping the embedded parts of the front and middle bearing support frames commenced, embedded parts being installed, and a high-pressure cylinder was supplied.

CHP-9

- Procedures for signing contracts on the execution of project works commenced.

CHP-10

- Power units Nos. 2, 7, and 8: design and survey works commenced, the generator stator and boiler elements were supplied.

CHP-11

- Design and survey works commenced.

NOVO-IRKUTSK CHP

- Boiler: dismantling works and first stage elements installation completed.
- Electrofilter: design and survey works commenced.
- Wagon tippler: design and estimate documentation for design and construction (the latest one – partly) stages developed.

UST-ILIMSK CHP

- Design and technical assignments for equipment manufacturing prepared.

FULL TRANSFER OF ENERGY LOADING BETWEEN CHPS

Brief and results

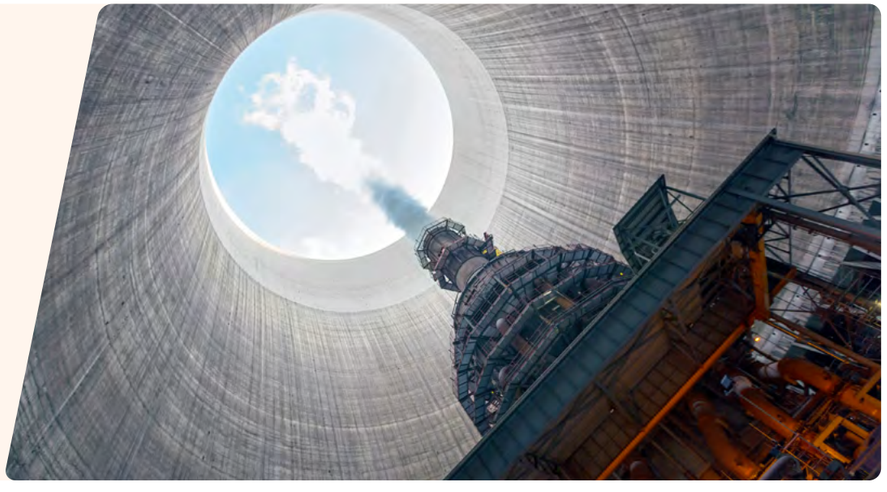
Project in brief

- **THE GROUP INVESTED OVER USD 17 MILLION** in the largest thermal generation project
- **AT THE FIRST STAGE,** the heat load with hot water for industrial consumers and the population of Angarsk was transferred
- **AT THE SECOND STAGE,** the steam load and the supply of chemically purified water to the facilities were ensured
- **THREE STEAM PIPELINES WITH A TOTAL LENGTH OF 27.8 KM** were built and can be used simultaneously during peak loads
- **THE CHEMICAL WATER TREATMENT** of CHP-9 was thoroughly modernised by installing modern ultrafiltration equipment

Results

- All thermal and electric energy will be generated at CHP-9 using more efficient equipment.
- Heat output from CHP-9 will increase by 1.5 million Gcal per year.
- The implementation of the project will improve the environmental situation in Angarsk.
- In 2021, the pilot operation of the entire equipment complex was successfully completed, taking into account the heating period.

USD 97.4 mn
invested in HPP's and CHP's modernisation



Supply chain management

Supplier Standards

Key highlights

34%
share of local supplier purchases

Automated
the supplier rating assessment and supplier claims process

100%
of suppliers were identified as having no significant actual and potential negative social impacts

Status of goals set in 2020

	Goals for 2021	*Status*
1	**UPDATE THE PROCUREMENT** and raw materials strategy for the next five years	Completed
2	**AUTOMATE THE SUPPLIER RATING ASSESSMENT** and supplier claims process	In progress[1]
3	**INCREASE THE SUPPLY** of eco-friendly pitches	Completed
4	**EXTEND THE APQP PROCESS IN ORDER** to enhance the qualification process to other divisions of the Company	In progress[2]
5	**EXECUTE PILOT TESTS** of tank containers for the transportation of pitches.	Completed
6	**IMPLEMENT CORPORATE PRINCIPLES** for responsible supply chain management	Completed[3]
7	**IMPLEMENT CHANGES TO THE BUSINESS PLANNING** and procurement process by automating the processes and increasing their transparency	Completed
8	**CONTINUE TO OPTIMISE INTERNAL PROCESSES** and procurement procedures	Completed
9	**STRENGTHEN SUPPLIER RELATIONSHIPS** by focusing joint efforts on improving the accuracy of delivery times	Completed

Material topics

- Sustainable supply chain

En+ Group is the world's leading vertically integrated aluminium and power producer with a strong manufacturing centre in Siberia and assets in the Power and Metals segments.

The Power segment of En+ Group operates the largest network of power plants in Siberia, which allows it to consistently meet the demand of key customers in the region, including the largest aluminium smelters in the Metals segment. The Group's Metals segment has a well-diversified sales platform with access and a strong presence in all major aluminium markets, including America, Russia and the CIS, Europe and Asia. Since the consequences of the COVID-19 still impact the product supply chain, in 2021, the Group's Metals segment was required to revert to bulk shipping, notably to Asia, as the availability of containers was very tight, and prices were very high due to the Covid pandemic. Nevertheless, the Company remained focused on one of its strategic goals of promoting and selling ALLOW-branded low-carbon aluminium globally.

1. The first stage has been implemented; the rating score is integrated into the PayDox electronic document management system and is automatically loaded when selecting a counterparty during the selection and contracting process; for 2022–2023 it is planned to create a separate module for evaluating contractors by quality and expanding the use of evaluation for planning audits of suppliers and control schemes.
2. The first stage has been implemented; the qualification process has been extended to the Aluminum division.
3. Integration of the Plan-Do-Check-Act cycle into the customer satisfaction management process; implementation of rating management for key consumers, taking into account the specifics of the Downstream division units; management of prototype products based on the Production Part Approval Process principles.

GRI 103-1

Creating a sustainable and transparent supply chain is a significant topic for En+ Group as we purchase a large number of goods and services and strive to minimise negative impacts. We implement ESG principles and responsibly select contractors and suppliers in order to create an efficient supply chain that contributes to the provision of a high-quality product, the achievement of En+ Group goals and the sustainable development of the regions of presence. We engage our leaders in supply chain management and make our system more transparent. A number of KPIs in terms of sustainability have been introduced in the Power segment. One of the KPIs was achieving zero contractor fatalities and zero LTIFR of contractors.

The Group's approach to supply chain management is enshrined in the Supplier Standards and is based on fixed principles: ethical business conduct and anti-corruption, minimising environmental impact, creation of safe working conditions, respect for human rights, continuous improvement. En+ Group honestly fulfils its obligations to suppliers and contractors, offering a fair price for the services and products provided, in accordance with the market.

GRI 103-2

En+ Group carries out activities related to the supply chain in accordance with international and Russian regulatory requirements. The requirements include both mandatory provisions in the field of environmental protection, labour protection and industrial safety, social obligations of suppliers and contractors, as well as internal provisions for each of the segments:

- the Supplier Standards
- the Corporate Code of Ethics
- the Business Partner Code
- the Procurement Regulations
- Regulations for the Conclusion, Execution, Accounting and Storage of Transactions (updated)
- the Management of Customer Complaints
- the Regulations for Categorical Procurement Management
- the Quality Qualification Regulation for Manufacturers of Raw materials and Materials
- Methodology for Conducting Remote Audits of Manufacturers of Raw Materials and Materials (newly adopted)
- Guidelines for the Development of Supplier Quality Management Systems (updated)
- the Unified Regulation on the Procurement of Goods, Works, Services of En+ Group
- the Regulations on Interaction Between Business Units of the Power Segment
- the Instructions for the Formation of the Initial Contract Price

Besides international and Russian regulatory requirements and internal regulations, En+ Group has three responsible bodies in the procurement decision-making system, which are involved depending on the purchase cost.

Procurement Responsibility System at En+ Group

Purchase cost	Procurement Responsible
Less than RUB 5 million (USD 67,800)	Commission LLC "EuroSibEnergo Trading House "EuroSibEnergo"
From RUB 5 million to RUB 30 million (from USD 67,800 to USD 442,400)	En+ Group Competition Commission
Over RUB 30 million (USD 442,400)	En+ Group Tender Committee

GRI 308-2, GRI 414-2

For contractors and suppliers, working with the Group means meeting our business and sustainability requirements. To do this, we regularly conduct internal and independent external audits of absolutely all suppliers (current, new and potential).

GRI 103-3

Since in En+ there are no formal mechanisms for evaluating the effectiveness of the supply chain management approach, to manage supply chain quality risks, we confirm the compliance of suppliers with the requirements set and through the certification. As a result of the evaluation, we strive to have 100% of our suppliers to meet the certification requirements. It is regularly conducted in accordance with the requirements of IATF 16949 – Quality

management system for organisations in the automotive industry, using the Advanced Product Quality Planning (Production Part Approval Process) approach.

To become an En+ Group partner, a potential supplier must pass a comprehensive compliance check.

STEP 1.
QUALIFICATION ASSESSMENT PROCESS
- Applicable to all suppliers
- En+ Group is convinced that in order to improve the quality of services provided in the field of supply, it is necessary to implement a comprehensive supplier verification system

STEP 2.
COMPLIANCE ASSESSMENT PROCESS
- Assessing compliance with regulatory requirements
- Special attention is paid to compliance with the principles of the Group in matters of ethics, corruption, labour protection, industrial safety and environmental protection
- There is a section in contracts with suppliers where they take responsibility for complying with ESG requirements

STEP 3.
FINAL DECISION
- Making a final decision about suppliers requires that they meet high health, safety and environmental standards

All new and potential En+ Group suppliers are assessed for social performance. As a result of inspections in 2021, 100% of suppliers were identified as having no significant actual and potential negative social impacts.

GRI 308-2

REPORTING VIOLATIONS IN COMPLIANCE WITH THE SUPPLIER STANDARDS

The Group operates a single line of trust where Suppliers and other interested parties can confidentially (and, if necessary, anonymously) report violations, as well as receive advice on proper compliance with the Standards.

In 2021, En+ Group introduced significant changes to the way we engage and manage contractors given they comprise a significant part of our workforce.

Read more about Contractor health and safety management in the Health and Safety section at p. 103.

GRI 407-1, 408-1, 409-1

When working with suppliers, the risks associated with the supply chain are assessed and managed by the Company as a part of the overall risk management system. En+ Group excludes transactions and suppliers that may jeopardise the right to freedom of association and collective bargaining, or that are at significant risk of child or forced and compulsory labour.

Read about combating child or forced labour in En+, as well as protecting the right to freedom of association and collective bargaining in the Employees section at p. 113 and p.118.

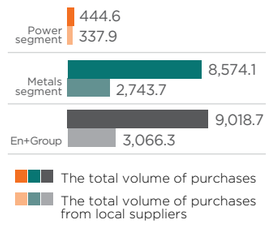
Read more about the measures to reduce the risks associated with an interruption in the supply of goods and raw materials, with monopoly pricing in the transportation market, with exceeding deadlines and budget in the implementation of projects, in the Annual Report 2020 at pp. 107-110: www.enplusgroup.com/en/investors/results-and-disclosure/annual-reports/

GRI 102-9, 102-10, 204-1

En+ recognises the importance of supporting local suppliers of goods and services. Local suppliers are considered to be regional enterprises that are located close to the main production. When interacting with local suppliers, we not only comply with all necessary local regulatory requirements, but we ourselves initiate measures to support them, especially small and medium-sized businesses. En+ exceeds legal requirements for the purchase of goods and services from local suppliers.

GRI 204-1

The total volume of purchases from local suppliers in 2021[1], USD mn



In the Metals segment, local suppliers are the companies registered in the Russian Federation, while in the Power segment – the companies registered in the regions where the segment operates (Irkutsk Region, Krasnoyarsk Territory, Nizhny Novgorod Region, Republic of Tyva, Republic of Khakassia).

When purchasing raw materials that meet the requirements of the Company, preference is given to suppliers from Russia and other CIS countries, and working relationships are built on the basis of long-term contracts. This helps us avoid supply disruptions and maintain a consistent supply structure.

Metals segment

GRI 103-1, GRI 103-2

RUSAL cooperates with a large number of suppliers of electricity and fuel products, raw materials and materials, equipment and technologies, as well as services, including contractors, directly working at the Company's facilities. The quality of the final product is 80% dependent on suppliers, so the level of goods and services supplied by contractors is critically important for the Company.

The implementation of ESG principles helps strengthen the existing supply chain and build long-term partnerships with suppliers and contractors. A sustainable and transparent supply chain is an important element of RUSAL's long-term success.

INTERACTION WITH SUPPLIERS OF THE METALS SEGMENT

- Supplier Business Practice Questionnaire
- Assessment of compliance with internal and external requirements
- Support measures in case of non-compliance
- Thorough analysis of documentation, transactions and publicly available materials of potential RUSAL partners
- Regular audits
- Activities in the field of labour protection and industrial safety

The Company's additional requirements (such as certifications, trainings, and other activities) for suppliers are set out in the 2020 Sustainability Report at p. 58: www.enplusgroup.com/en/sustainability/sustainability-report/

GRI 308-1, GRI 414-1

In 2021, part of the audits in the segment were conducted remotely due to the restrictions related to COVID-19. In 2021, 4% of new suppliers were screened using environmental criteria. 100% of new suppliers were screened using social criteria.

As we are focused on building long-term customer relationships, in 2021, the Company strengthened the roles of the Technical Sales Manager across the organisation as the key point of contact with customers. We launched a pilot version with select customers of the Customer Portal and will expand the tool as part of our Digitisation programme.

GRI 412-3

In 2021, RUSAL continued to work on the large-scale ALLOW project, which will significantly reduce the carbon footprint of products. ALLOW low-carbon aluminium allows customers to increase their contribution to achieving global climate goals, as it is produced using carbon-free energy sources, primarily hydropower. This project was created with a concern for sustainable low-carbon development and the human right to a safe environment and clean air.

REQUIRED CERTIFICATES FOR SUPPLIERS

- ISO 14001 – Environmental management systems
- OHSAS 18001 – Occupational health and safety management
- ISO 45001 – Occupational health and safety

1. Significant locations of operation of En+ are the regions in which production facilities and key personnel of the enterprise are located.

Power segment

GRI 102-9

The procurement process of the Power segment is fully centralised in EuroSibEnergo Trading House LLC (hereinafter referred to as the Trading House). The Trading House is the main centralised supplier of material and technical resources and the necessary works and services for all companies of En+ Group's Power segment.

The first stage of verification is the verification of compliance with the requirements of the Federal Law "On the Procurement of Goods, Works and Services". The second stage is the verification of compliance with the main documents governing the procurement process.

GRI 308-1, GRI 414-1

Not only our efficiency, but also the energy security of the country depends on the quality of deliveries in the Power segment, which is why we place high demands on our suppliers.

En+ Group suppliers in the Power segment undergo a technical audit, including social environmental aspects, once every three years in case of unchanged conditions and scope of services. In 2021, 12 audits of new clients were organised. 100% of new suppliers were screened using social criteria.

INTERACTION WITH SUPPLIERS OF THE POWER SEGMENT

- Compliance with the Federal Law "On the Procurement of Goods, Works and Services"
- Compliance with internal documents
- Evaluation of the business ethics of suppliers
- Technical audits
- Analysis of performance indicators

The Company's additional requirements for suppliers are set out in the 2020 Report at p. 59: www.enplusgroup.com/ru/sustainability/sustainability-report/

34%
volume of purchases from local suppliers

COMMITMENT TO GENUINE SOCIAL IMPACT

OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

GRI 102-11

En+ Group's strategic sustainability goals are largely based on UN SDGs. The Company promotes and recognises the importance of all the SDGs but has established a particular focus on eight of them, considering the specific nature of the business and the particular focus of primary stakeholders. Through an analysis of key parameters, the Group regularly monitors progress against the SDGs and adjusts its activities accordingly.

In 2021, En+ Group released its third annual SDG Report, reflecting the Group's approach, support and concrete efforts towards the priority SDGs.

The SDG Report is available on the Group website: www.enplusgroup.com/en/sustainability/un-sdgs/

In 2021, representatives of En+ Group took part in the UN Global Compact's SDG Ambition Accelerator, involvement in which helped both form new SDG-focused targets, and shape some of the existing goals within the Global Goals agenda. Establishment of the new goals was carried out by all relevant departments of the Group and was approved by the HSE Committee in July 2021. The new SDG-focused goals are centred around three of the eight priority Goals but seek to support a variety of others.

New SDG-Focused Goals

Key SDG focus

En+ Group goals

Reduce emissions by at least 35% by 2030, and achieve net zero greenhouse gas (GHG) emissions by 2050

- By 2030, eliminate untreated wastewater discharge generated by the Power segment
- By 2030, minimise non-production water losses through technological optimisation
- By 2025, deploy recycled water systems for main processes in the Metals segment[1]

- Increase use of alternative energy sources by 2030
- Reduce the average carbon intensity of generated and consumed electricity
- By improving hydropower plant efficiency, increase clean electricity generation by 2.5 TWh, from the same amount of water passing through the turbines, and prevent over 2.5 mt of CO_2 emissions per annum from 2025

Other SDGs supported

1. At the BAZ, UAZ, RBA facilities.

Climate leadership

En+ Group is one of the pioneers of sustainability practices in Russia, addressing its climate impact mitigation for more than a decade. Being the largest independent producer of renewable hydropower in the world, the Company continues to modernise its facilities and provide independent assurance of international green standards. With clean energy produced and continuous process improvements, the Company is confident of achieving carbon-free aluminium production by 2050.

PROJECT AREAS

- GHG Inventory of Hydro Reservoirs
- Inert Anode – Decarbonising the Smelting Process
- Green Hydrogen
- Electric Charging Stations
- Green Million
- The Clean Air national ecology project

Human development

En+ Group's ability to support the SDGs is rooted in the well-being of local communities. The Company's social investments are aimed at promoting public health, creating conditions for physical activity, providing equal access to quality and innovative education, and supporting individuals in difficult situations. To ensure strong economic development in the regions where the Company operates, it supports local suppliers and creates conditions for the development of the entrepreneurial initiative.

PROJECT AREAS

- Leading Medical and Emergency Healthcare
- Local Jobs for Local People
- The Get on Your Skis! project
- Corporate University
- Supporting Engineers of the Future

Collaboration and partnerships

The Company actively promotes collaboration and partnerships for sustainable development. Relying on active engagement with international stakeholders, En+ Group adapts its corporate policies to effectively address its own sustainability challenges and offers its expertise to develop common measures to advance global sustainable development.

Read more on the project areas in the 2021 SDG Repor:
www.enplusgroup.com/en/sustainability/un-sdgs/

Environmental stewardship

En+ Group's hydropower facilities are located in Siberia, with two-thirds of the power generation capacity dependent on the Angara, the sole river flowing out of Lake Baikal – the largest freshwater lake in the world and the most significant natural site in Siberia. Being reliant on the lake, the Group recognises its responsibility to create partnerships and coalitions to protect Baikal and its unique biodiversity, as well as its other regions of operation. These partnership initiatives, combined with the commitment to reduce impact on water resources and cut levels of waste, comprise the Group's broader Environmental Stewardship programme contributing to UN SDGs 6, 12 and 15.

KEY PROJECTS

- Improving Operational Regime at our Hydropower Plants
- Social and Environmental Assessment
- Bauxite Residue Utilisation Project
- Avifauna Project
- Grants supporting innovative ecological projects
- Baikal Water Quality and Ecology Monitoring
- The 360 project

COLLABORATION AND PARTNERSHIPS

GRI 102-12, GRI 102-13

The Company's cooperation with local and international stakeholders aims not only to provide an enabling environment for corporate policy planning, but also to achieve a better future through partnerships for sustainable development. The Group actively participates in dialogues, knowledge sharing, advocacy efforts, and maintains bilateral contacts to address economic, social, and environmental issues.

Advocacy

The Company is convinced that efforts of individual actors are not enough for global change. Only by joining efforts with industry peers and like-minded parties around the world will En+ Group be able to pursue the goal of achieving a net-zero carbon footprint for the entire market.

United Nations Global Compact (UNGC)	The UNGC is a universal corporate sustainability initiative. It is based on a call for business leaders to enter a Global Compact on shared values and principles, empowering businesses to operate in a sustainable manner. The Global Compact calls on companies to align strategies and operations with universal principles on human rights, labour, environment and compliance. The UNGC catalyses change, providing member companies with best practices, resources and networking opportunities. In 2021, En+ Group became a global partner of the UN Global Compact's Climate Ambition Accelerator, one of the four programmes carried out by the UNGC to accelerate corporate commitment to the Global Goals.
World Business Council on Sustainable Development (WBCSD)	The WBCSD is the world's leading voice of corporate sustainability, bringing together over 200 of the world's leading companies committed to accelerate the transition to a sustainable world. WBCSD represents all business sectors and major economies – together member companies generate revenues of over USD 8.5 trillion and employ 19 million people. WBCSD builds impactful coalitions and networks that facilitate the sharing of knowledge, enable and accelerate the adoption of standards and tools, and create advocacy for common policy asks. These, in turn, allow members to accelerate the transformation of major economic systems, in line with the SDGs and the Paris Climate Agreement. Having joined the WBCSD in 2021, En+ Group engages in its climate, nature and built environment platforms. In August 2021, through the WBCSD En+ Group provided its recommendations towards the draft post 2020 Framework on Biological Diversity to be launched at COP15.
Climate Partnership of Russia	The Climate Partnership of Russia is a national association of more than 30 companies from all sectors of the economy that have consolidated their efforts to mitigate climate change and develop measures to transition to a decarbonised economy. Members of the Partnership regularly participate in the UN Climate Change Conferences and actively influence the development of the country's climate change agenda. In 2021, the Climate Partnership hosted a Net Zero Summit in Russia, bringing together high-level speakers from the public and private sectors, and launched a communiqué calling on the government to up its climate ambition ahead of COP26.
International Chamber of Commerce – ICC Russia	The International Chamber of Commerce (ICC) is a non-profit international organisation that brings together over 45 million companies and business associations in more than 100 countries to promote international trade and address business development issues. The Chamber plays an important role in achieving the UN SDGs by formulating voluntary business rules and guidelines. RUSAL experts are members of the ICC Russia Commission on the Economics of Climate Change and Sustainable Development, elaborating recommendations on sustainable development, energy transition and responsible investment.
Carbon Pricing Leadership Coalition (CPLC)	En+ Group and RUSAL are the only two Russian members of CPLC, a voluntary partnership under the auspices of the World Bank to advance global carbon pricing. En+ Group regularly contributes language to CPLC annual reports. In the latest CPLC Carbon Pricing Leadership Report 2020/2021, En+ Group stressed its ambitious targets to become net zero by 2050, covering aluminium production within En+ Group's Metals segment as well as heat and electricity production in the Power segment. As part of En+ Group's transition towards net zero, in 2021 Lord Barker, Executive Chairman of En+ Group, was appointed as one of the two CPLC High-Level Assembly Co-Chairs. As a CPLC High-Level Assembly Co-Chair, Lord Barker wrote a foreword on the role of carbon pricing in transition to net zero and in hard-to-abate sectors for CPLC Report of the Task Force on Net Zero Goals & Carbon Pricing. On the eve of COP26, CPLC Co-Chairs Lord Barker and Juan Carlos Jobe, Minister of Energy for Chile, initiated publishing an open letter that urges governments to think creatively about how carbon pricing could be implemented.

1. NDCs – Nationally Determined Contributions.

SUSTAINABILITY MANAGEMENT

International Policy Coalition for Sustainable Growth	In 2021, En+ Group became a Knowledge Partner at the International Policy Coalition for Sustainable Growth launched by the US Chamber of Commerce. The International Policy Coalition for Sustainable Growth shared En+ Group's approach to green trade liberalisation on its website.
Business 20 (B20)	En+ Group and RUSAL are among companies preparing policy recommendations on climate change, carbon pricing, sustainable development, and the green energy transition through B20 for the leaders of the Group of Twenty (G20) countries, an international forum for 19 world's leading economies and the European Union. In 2021, En+ Group and RUSAL participated in B20 Energy & Resource Efficiency Task Force. The suggestions, such as 'using materials with a high degree of recycling without losing their original qualities, as well as goods with a low-carbon footprint' were included in the final document of the Task Force. The Task Force also incorporated proposals such as 'cross-country trade of internationally transferred mitigation outcomes (ITMOs) and other offsetting certificates that countries can account against their NDCs(Nationally Determined Contributions)', thus supporting En+ Group's vision of cross-border green certificate recognition. En+ Group participated in B20 Action Council on Sustainability and Global Emergency. The Action Council included En+ Group's recommendations on promotion of green certificates, voluntary carbon markets and disclosure of carbon footprints, minimising the use of new resources and exploiting recycled materials with low-carbon footprints. B20 Italy Final Communique for G20 leaders incorporated En+ Group's position on removal of the barriers to circularity and recycled materials to facilitate an extended lifecycle of products, as well as the reuse and remanufacturing of goods.
Business and Industry Advisory Committee to the Organisation for Economic Cooperation and Development (BIAC to the OECD)	En+ Group and RUSAL are members of the Business and Industry Advisory Committee to the OECD (BIAC) and contribute to the OECD's work on climate change, circular economy, resource efficiency and sustainable materials management. The May 2020 – May 2021 Business at OECD Annual Report includes a number of BIAC statements that reflect the need to procure low-carbon goods with high recyclability rates together with consideration of market mechanisms such as carbon content disclosure. The report supports En+ Group's position to examine the effects of disguised restrictions on trade in respect of products and materials with low-carbon footprints independently verified by certified organisations. En+ Group's position on labelling of the products and materials as per their recyclability rate and characteristics after recycling was reflected in BIAC Recommendations to the OECD Joint Working Party on Trade and Environment in June 2021.
The U.S. – Russia Business Council (USRBC)	En+ Group and RUSAL are members of the U.S. – Russia Business Council. The USRBC shared on its website En+ Group's Green Aluminium Vision, the Company's ambition to lead the aluminium industry into the green economy via nine key initiatives. In January 2021, the USRBC also published on its site the news about En+ Group setting sector beating targets for GHG emissions reductions.
BRICS Business Council	En+ Group chairs the Russian part of the Energy and Green Economy Working Group at the BRICS Business Council. During the Indian BRICS presidency in 2021, the recommendations of the Energy and Green Economy Working Group built on those suggested by En+ Group in 2020 within the BRICS Russian presidency. Key recommendations, such as carbon footprint disclosure and green certificates, were reflected in BRICS Business Council Annual Report 2021 for the BRICS Leaders' Summit in India. In 2021, En+ Group was recognised as the winner of the BRICS Solutions for SDG Awards 2021 in the category Clean Water and Sanitation (SDG 6) for En+ Group's stellar work under the ecological 360 project. En+ Group was among the two Russian companies to receive such an award from among numerous applicants from five BRICS member countries.

Transparency and Certification

En+ Group supports the notion that emission transparency is the first stage towards increased climate commitments. The Company discloses its own emissions and promotes industry-wide transparency and disclosure.

Aluminium Stewardship Initiative (ASI)	ASI is a global, multi-stakeholder, non-profit standards and certification organisation. It unites producers, users and stakeholders in the aluminium value chain through a commitment to maximise the contribution of aluminium to a sustainable society. RUSAL representatives are actively involved in ASI's work to develop a robust certification system and to implement responsible standards on a large scale. At ASI's annual Board election in 2021, Alexey Spirin, En+ Group's Director of the Environmental and Climate Risk Management Department, was elected by ASI members to the Production and Transformation seat.
International Aluminium Institute (IAI)	The IAI is a platform bringing together the global primary aluminium industry. IAI promotes responsible production, sustainable use, and recycling of aluminium through process analysis, industry modelling, statistics collection, and participation and leadership in initiatives to ensure a safe and sustainable aluminium cycle in the economy. RUSAL has been a member of the IAI since 2002. Company's representatives are closely involved in industry-specific committees, including the Energy and Environment Committee and Health Committee, and in various project and working groups.
Carbon Disclosure Project (CDP)	CDP is a non-profit international organisation that provides a comprehensive environmental impact disclosure system that is trusted by investors, companies, municipalities and governments, among a wide range of stakeholders. CDP is the gold standard for environmental reporting with the most detailed set of data, the disclosure of which allows participants to better navigate building a sustainable economy. RUSAL has been involved in the CDP since 2015 and has committed to full disclosure of its GHG emissions. In 2021, RUSAL received an 'A-' rating, the highest level awarded by CDP to an aluminium producer. LLC EuroSibEnergo, subsidiary of the Power segment, submitted its first CDP Report and received a 'C' score.
London Metal Exchange	Established over 150 years ago, the LME is the international nexus of the metals trade and has significant influence on the entire market. Since 2019, En+ Group has been actively engaged in the introduction of new disclosure rules on emissions through the exchange. An interim outcome of this work was the launch of the LMEpassport trading platform that provides the opportunity for greater transparency for sustainably produced metal. By encouraging aluminium producers to reveal the carbon footprint of their metal, the LMEpassport promotes transparency along the entire value chain – and helps purchasers select materials aligning with their net zero ambitions.

Energy Transition

As the world's largest independent hydropower producer, En+ Group places the energy transition at the core of its values. The future green economy will be shaped by the energy transition and will rely increasingly on renewable energy sources. Through energy-focused partnerships, the Group aims to improve its own capabilities, share best practices, and raise awareness of the opportunities associated with renewable energy scale-up.

International Hydropower Association (IHA)	The IHA is a non-profit membership organisation committed to advancing sustainable hydropower. With close to a hundred members operating in more than 120 countries around the world, IHA represents the global voice of hydropower and champions continuous improvement and sustainable practices across the sector. IHA is the developer of the Hydropower Sustainability Guidelines and the Hydropower Sustainability Assessment Protocol, which provide important reference tools for the industry. EuroSibEnergo, a key energy asset of En+ Group, joined IHA in 2017. In 2021, as a response to a call to action from En+ Group back in 2020, in consultation with its members, the IHA released the San Jose Declaration on sustainable hydropower aimed to increase visibility of sustainable hydropower within the energy transition.
Global Sustainable Electricity Partnership (GSEP)	GSEP is a CEO-led alliance of leading global electricity companies. GSEP promotes cleaner electricity generation, introduction of energy-saving technologies, and sustainable electrification. Established at the 1992 Earth Summit, the Partnership has emerged as a hub of best practices and policies for shaping the energy of the future. EuroSibEnergo joined GSEP in 2015. In 2021, GSEP published a report on electrification, with both segments of En+ Group participating in the study.
Hydropower of Russia Association	The Hydropower of Russia Association is the only hydropower industry community in Russia that aims to improve the efficiency and reliability of hydropower generation by coordinating activities, sharing best practices, and representing the interests of the industry through advocacy. The association is engaged in technical regulation, standardisation and knowledge management. En+ Group took part in the development of a national sustainable hydropower assessment methodology, the on-site testing of which began in 2021.

Climate

Operating among the hard-to-abate sectors, En+ Group is aware of the impact that industrial sectors are having on the climate. Therefore, the Group believes it is essential to reduce its GHG emissions to ensure contribution to the global efforts to mitigate climate change and align with the 1.5 °C scenario.
The partnerships below support the climate ambitions of En+ Group.

Science Based Targets initiative (SBTi)	SBTi is a joint initiative of CDP, UNGC, World Resources Institute and WWF to support companies in defining a clear emissions reduction pathway in line with the Paris Agreement. The initiative supports companies in setting emission reduction targets in line with the recommendations described in the Assessment Reports of the Intergovernmental Panel on Climate Change (IPCC). In 2021, En+ Group submitted its climate goals for SBTi approval.
Conferences of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC)	En+ Group and RUSAL regularly attend UN Climate Change Conferences. At COP26 in Glasgow, as a CPLC High-Level Assembly Co-Chair, Lord Barker was a Co-Host of the High-Level Panel Discussion: "A Price on Carbon Pollution to Achieve Net Zero" together with Justin Trudeau, Prime Minister of Canada. At COP26, En+ Group and CPLC co-hosted an expert panel: "Road to Net Zero. The Role of Carbon Pricing". The panel backed carbon pricing as an effective tool for incentivising green production and ensuring affordable access to low-carbon goods and services. Among the key speakers at the panel, there were Patricia Fuller, Canada's Ambassador for Climate Change, Axel van Trotsenburg, Managing Director of Operations at the World Bank. On 3 November, En+ Group held two more joint panels in the Russian Pavilion: "Role of hydropower in the Energy Transition" and "Focusing on the Upstream: Key Challenges and Opportunities for Aluminium Sector Decarbonisation". Together with the Climate Partnership of Russia, En+ Group held a panel discussion "Interconnectedness of Nature and Climate. What can Business do?". At COP26, En+ Group confirmed its commitment to achieving net zero.
Mission Possible Partnership and Aluminium for Climate	The Mission Possible Partnership is focused on advancing sustainable development within seven of the world's most carbon-intensive industries, leveraging the resources and expertise of the world's leading climate change organisations. Since its launch in 2019, En+ Group has been an active member of the Aluminium for Climate, the aluminium track of the Mission Possible Partnership. It is a forum for stakeholders of the aluminium value chain to address the challenges of ensuring carbon-free aluminium production, consumption, and processing.
UN-Energy	In 2021, UN-Energy, the principal mechanism within the UN system for inter-UN collaboration on sustainable energy, recognised En+ Group's New Energy modernisation programme and En+ Group's International Renewable Energy Certificates (I-RECs) Project as UN-Energy Compact to drive the progress on the achievement of SDG 7 (Affordable and clean energy). Energy Compacts established by UN-Energy are voluntary commitments of action, with specific targets and timelines to accelerate action for clean, affordable energy for all and to contribute to successful SDG 7 implementation. En+ Group became the first Russian company to be registered within UN-Energy Compact system.
Canada Eurasia Russia Business Association (CERBA)	En+ Group is a member of the Canada Eurasia Russia Business Association (CERBA). En+ Group regularly submits information to the CERBA Newsletter to share its achievements in sustainable development and climate change with the international business community. The latest issue of CEBRA Newsletter published information about En + Group joining the Business Ambition for 1.5 °C and about the leading role of En + Group in the Aluminium for Climate Initiative.
Race to Zero	Founded by the Climate Champions, Race to Zero is a global campaign to rally leadership and support from businesses, cities, regions, and investors for a healthy, resilient, zero carbon recovery that prevents future threats, creates decent jobs, and unlocks inclusive, sustainable growth. It mobilises a coalition of leading net zero initiatives. The objective is to build momentum around the shift to a decarbonised economy ahead of COP26, where governments must strengthen their contributions to the Paris Agreement. In 2020, En+ Group became a member of the umbrella initiative as a signatory of the Business Ambition 1.5 °C.

Key Activities and Progress

GRI 102-12, GRI 102-13

The 2021 United Nations Climate Change Conference in Glasgow was a turning point for global progress on sustainable development. The Company is fully committed to reducing its net carbon footprint and is ready to participate actively in further development of measures to keep the average temperature rise within 1.5 °C and preserve ecosystems and biodiversity.

Setting priorities	En+ Group participated in the SDG Ambition Accelerator, a six-month programme of the UN Global Compact to support member companies in setting ambitious corporate targets to accelerate the integration of the Global Goals into corporate strategy and governance.
Making a difference	The UN Global Compact has invited En+ to partner in one of its Global Impact Initiatives, the Climate Ambition Accelerator, aimed at engaging more companies in developing competencies in the climate agenda and encouraging them to join the efforts to combat climate change by setting corporate emission reduction targets in line with SBTi. En+ actively engages with local businesses by participating in knowledge building and hosting themed events.
Eco-leadership	In 2021, En+ Group was recognised as the winner of the BRICS Solutions for SDG Awards 2021 in the category Clean Water and Sanitation (SDG 6) for En+ Group's stellar work under its ecological 360 project. The 360 project is part of the comprehensive programme to protect Lake Baikal and Russia's protected areas from adverse impacts. In the 11 years of the project's existence, over 150,000 volunteers have taken part to collect more than 4,500 t of litter. En+ Group was among the two Russian companies to receive such an award from among numerous applicants from five BRICS member countries.
Promoting energy transition	The Company is actively involved in the development of international climate mitigation measures, such as the reuse of high-degree recycled materials, the adoption of carbon verification mechanisms and the development of green certification standards. In 2021, progress was made with the implementation of the International Renewable Energy Certificate (I-REC) Standard, confirming that the energy produced by the Company meets the advanced "clean" requirements of the Greenhouse Gas Protocol (GHGP), CDP and RE100 standards. The Company is a pioneer in Russia in this area, occupying 65% of the Russian renewable energy certificate market by the end of the 2021.

AREAS OF FOCUS

ENVIRONMENT

CLIMATE LEADERSHIP

Environmental Policy

Key highlights

12%
increase in electricity generation at HPPs of the Group's Power segment (amounting 78.2 TWh)

1.6%
decrease in electricity generation at CHPs of En+ Group (amounting to 12.7 bn kWh)

2.44 mt
of CO_2e emissions avoided due to the partial replacement of prior thermal power generation volumes

11.6%
decrease in intensity of GHG emissions from electrolysis operations from 2.28 t CO_2 e/t Al in 2014

Publication of
the Pathway to Net Zero
climate strategy with a detailed plan for achieving targets

Status of goals set in 2020

	Goals for 2021	*Status*	*Comments*
1	**DISCLOSE OUR PATHWAY TO NET ZERO**	Completed	A detailed pathway for achieving 35% of emissions reduction and Net Zero by 2050 published on 20 September 2021. Each direction of the pathway is under detailed planning.
2	**CONTINUE ASSESSMENT OF GREENHOUSE GAS EMISSIONS FROM HYDROPOWER RESERVOIRS** and expand the assessment to Ust-Ilimsk HPP	Completed	Annual cycle of measurements for Bratsk and Ust-Ilimsk HPP reservoirs performed (autumn, summer and spring campaigns). The second-year cycle for Bratsk reservoir commenced in autumn 2021. The preliminary data for average annual methane emissions are at the lower end of the emissions range for the world's boreal HPP reservoirs.
3	**MINIMISE THE INDUSTRIAL CARBON FOOTPRINT** through the implementation of energy efficiency measures	Completed	The internal audit and inventory of available actions were implemented in the Power segment. The energy efficiency projects were prioritised by term and complexity of implementation and expected effect.
4	**START CONSTRUCTION WORKS** on the small-scale Segozerskaya HPP (8.1 MW) in Karelia (Russia)	Completed	In 2020, we developed project documentation for Segozerskaya HPP in Russia (Karelia).
5	**VERIFY AND APPROVE THE SBTI** targets of the Metals segment	Submit SBTi targets for veri fication	En+ Group submitted its SBTs and roadmap to net zero for verification to the SBTi by 30 September. The targets are under verification by SBTi.
6	**FINALISE A TCFD PROJECT** to assess climate change risks and opportunities	Completed	
	INSTALL FIVE new charging stations for electric vehicles to support the growth of clean energy	Completed	

Material topics
- Climate change
- Energy management

Performance

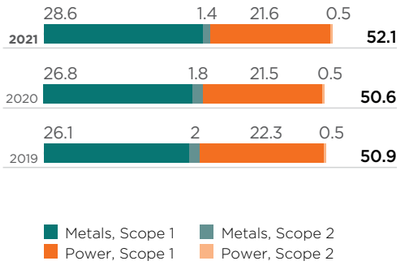
The Group confidently moves towards reducing direct specific GHG emissions by 15% vs the 2014 baseline (2.28 t CO_2 e/t Al) at the existing aluminium smelters by 2025. In 2021, the intensity of GHG emissions from electrolysis operations was 2.02 t CO_2 e/t Al – 11.6% down from the 2014 baseline.

GRI 305-4

Intensity of GHG emissions from electrolysis operations for the Metals segment, t CO_2 e/t Al

GRI 305-1, GRI 305-2
SASB EM-MM-110a.1, SASB IF-EU-110a.1
IF-EU-110a.2

Direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions of En+ Group, mt CO_2 e



The increase in the Scope 1 emissions in the Metals segment is caused by the fact that in 2021 the emissions from the Pikalevsky alumina plant were considered for the entire year, while in 2020 only the fourth quarter was taken into account; in addition, enterprises of Downstream Division were added to Scope 1. Scope 2 decreased due to an increase in the share of electricity under direct contracts at aluminium plants and the use of updated emission factors from the International Energy Agency and the Russian Energy Agency.

The slight increase (0.35% compared to 2020) of GHG emissions in the Power segment was due to an increase in the duration of the heating season of 2020–2021 with the need to provide consumers of Avtozavodskaya CHP with additional thermal energy. Compared to 2020, there was a 3% increase in the Group's GHG emissions.

In 2020, we launched a long-term assessment programme of greenhouse gas emissions from HPP reservoirs. In 2021, the waters of the Bratsk and Ust-Ilimsk reservoirs were studied for the balance of anthropogenic methane emissions, as well as anthropogenic emissions and CO_2 uptake.

EN+ GROUP BECOMES THE FIRST RUSSIAN COMPANY WITHIN THE UN ENERGY COMPACT

En+ Group was recognised by the United Nations (UN) and included in the list of participants of the UN Energy Compact initiative as a company committed to increasing the production of clean electricity and contributing to ensuring its universal access. The Group's large-scale New Energy HPP modernisation programme and the Company's experience with the issuance of international renewable energy certificates (I-RECs) were noted within the UN Energy Compact's framework in 2021.

Management approach

GRI 103-1, GRI 103-2

We are constantly expanding renewable energy sources, improving production efficiency, implementing energy efficiency programmes, and reducing the negative impact on the environment and climate. To increase production efficiency and reduce its negative impact on the environment, the Company invests in the development of new technologies and modernisation of equipment throughout the production chain.

The Company complies with all the norms of the national legislation of the countries of presence and follows its own environmental protection policy. In addition, internal regulations and procedures have been developed that strictly regulate the climate risk management.

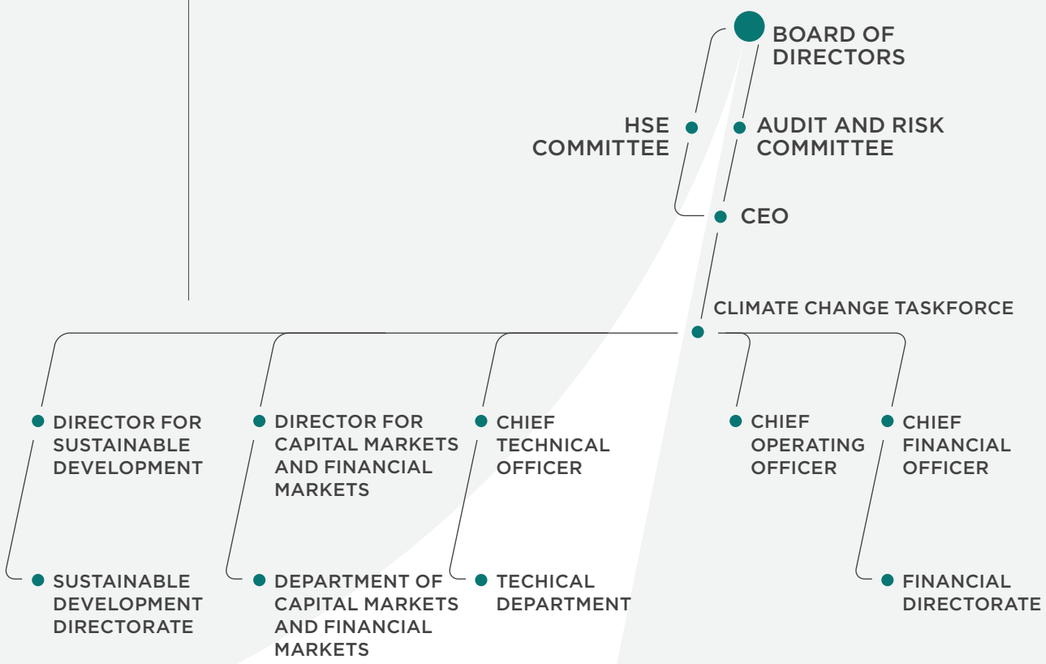
The Group's governing bodies are actively involved in the climate change agenda. The Board oversees the implementation of all ESG-related corporate policies, monitors the attainment of the Company's environmental protection and fulfilment of climate goals. In the climate change area, the Board is assisted by the Health, Safety and Environment Committee (HSE Committee).

Read more on Corporate governance at pp. 137–139.

To manage the pathway to net zero, we created the En+ Climate Change Taskforce to actuate the transformation. The Taskforce is headed by the chief Operating Officer and reports directly to the Chairman. Each of the transformational verticals is led by a senior executive from our top management team.

CLIMATE

GOVERNMENT STRUCTURE



AREAS OF FOCUS

Pathway to Net Zero

GRI 103-1

SASB EM-MM-110a.2, SASB IF-EU-110a.3

En+ Group is determined to facilitate the transformation process within the hard-to-abate sectors on the way to a low-carbon business model. On 18 January 2021, the Group announced its intention to achieve net zero GHG emissions by 2050 and to reduce GHG emissions by at least 35% by 2030 (Scopes 1 and 2 vs the 2018 baseline)[1].

In September 2021, the Company published its Pathway to Net Zero strategic plan that describes the following measures to achieve the climate-related goals.

Science-based approach

Adoption of science-based targets (SBT) is an important component of any corporate decarbonisation strategy that aligns with the Paris Agreement's 1.5 °C goals. Our climate ambitions are in line with the global net zero goals.

Boundaries and scope of activities

Our target boundaries include the production facilities of both the Metals and Power segments and cover all material sources of GHG emissions under operational control.

Scope of climate impacts

We set targets covering GHG emissions that are under our direct control (Scope 1) and indirect GHG emissions related to energy generation (Scope 2) in accordance with the GHG Protocol Corporate Standard, as well as Scope 3 emissions, including purchased goods and services, and fuel- and energy-related activities.

Mitigation strategy

Emissions abatement

Abatement measures constitute the core element of our pathway to net zero. The Company intends to implement respective technologies to prevent the release of GHGs into the atmosphere by reducing or eliminating sources of emissions associated with all the Group's operations, products and value chain.

Avoided emissions

The Group runs the New Energy programme that aims to increase hydropower generation by 2.5 billion kWh per annum using the same amount of water that passes through turbines, and significantly reduce the environmental impact by reducing dependence on inefficient fossil fuel power plants, which, in turn, will lead to a reduction in greenhouse gas emissions from these power plants.

Compensation and neutralisation

The Group is considering the carbon capture, utilisation and storage (CCUS) technology for the removal and sequestration of GHG emissions in the value chain that cannot be eliminated by abatement measures. The Group has its own strategy to use nature-based solutions for the sequestration of GHG from the atmosphere.

Transparency

En+ Group strives for openness and transparency. For this reason, the Group regularly provides information on the sources of emissions of various types; deadlines for achieving a zero balance; measures taken to reduce and neutralise emissions as well as the achievement of interim targets.

En+ Group intends to fulfil its unprecedented obligations throughout the production chain by consistently reducing emissions by implementing various initiatives.

1. The Group's 2018 GHG emissions (Scope 1 and Scope 2) were 50.0 mt CO_2e.

Metals segment GRI 305-5

Key steps in the Metals segment to achieve net zero emissions

Action	Target year
Optimisation of materials supply system, which will lead to a reduction in the carbon footprint of alumina used in the full production cycle of the ALLOW primary aluminium	By 2023
Implementation of Eco-Søderberg technology. The environmentally friendly technology allows to reduce PFC (perfluorocarbon) emissions due to the reduction of anode effect frequency from automatic point feeders	By 2025
Conversion to Pre-baked anode. This involves increasing the share of aluminium produced with modern pre-baked technology and the reduction of carbon intensity of primary aluminium production at smelters	2025–2030
Implementation of the inert anode technology. This will ensure significant reduction of GHG emissions from primary aluminium production	2030–2050
Energy efficiency control on a regular basis	On a regular basis
Use of green hydrogen as a fuel	2040–2050
Switching transport from fossil fuel to electricity or biofuels	On a regular basis
100% of electricity for electrolysis will be supplied by renewable power plants and other carbon free sources through mechanisms such as Power Purchase Agreements and eligible renewable energy certificates	By 2040
Increasing the use of aluminium scrap	On a regular basis

Power segment GRI 305-5

Key steps in the Power segment to achieve net zero emissions

Action	Target year
Optimisation of the power generation structure and creation of two mainstream generation segments – fossil fuel generation and low-carbon/renewable power generation	2030
Increasing renewable power generation by: • Implementation of the New Energy programme • Development and construction of new renewable power and heat generation: hydropower, biofuels and hydrogen production	On a regular basis

Taken together, these measures will help achieve the reduction of the En+ Group's absolute GHG emissions Scope 1, 2 and 3 by at least 60% from the current levels by 2050. Around 40% of emissions cannot be eliminated by applying the current level of technology and costs – these emissions need to be compensated for using technical and nature-based solutions.

Key steps of En+ Group to achieve net zero emissions

Technical solutions	Carbon capture, utilisation and storage (CCUS) technologies. We expect that we can capture and utilise or store around 7.5 mt of CO_2 per annum
Nature-based solutions	Solutions that ensure the capture and storage of CO_2 using natural processes. Since 2019, the Group has implemented extensive forestry projects

The Pathway to Net Zero Report is available on the Company's website:
www.enplusgroup.com/en/sustainability/downloads/

Green hydrogen and ancillary services

Recently En+ has outlined its plans to start the production of 13 ktpa of green hydrogen using additional power capacity in Siberia and Karelia for sales to EU and Asian markets. The R&D project is underway to develop our aluminium containers for transportating hydrogen. The pilot project includes green hydrogen production up to 13 ktpa using additional electricity output from the existing HPPs as a result of the New Energy programme. Extra capacities are available at Irkutsk, Bratsk and Ust-Ilimsk HPPs, and Onda HPP in Karelia is also being assessed for potential green hydrogen production. The total capacity considered for hydrogen production is estimated to be up to 228 MW.

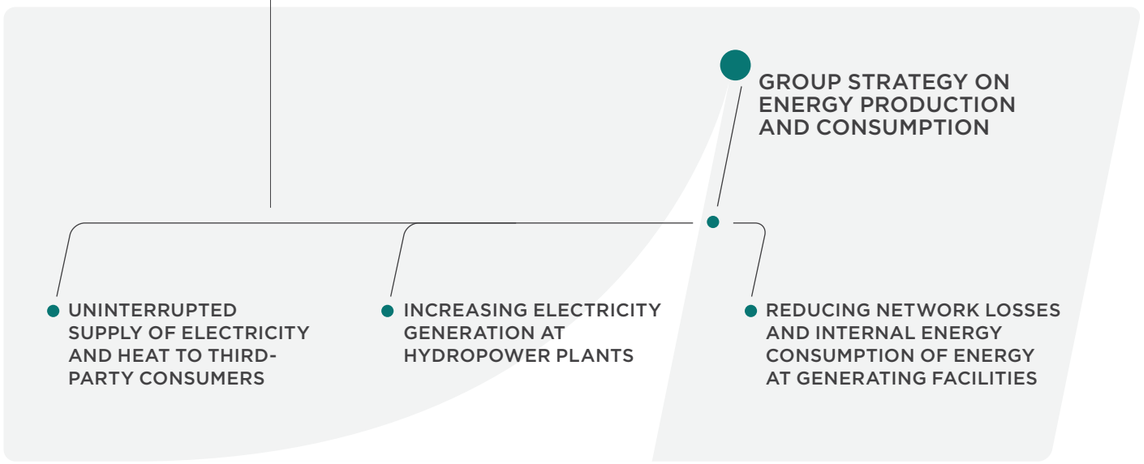
AREAS OF FOCUS

Energy management

GRI 103-1, GRI 103-2

SASB EM-MM-130a.1

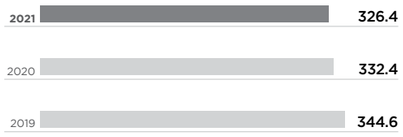
Ensuring energy efficiency is one of the Company's strategic goals. En+ Group implements various energy efficiency measures that reduce the amount of greenhouse gases from its production activities, as well as energy and process fuel costs. We intensively improve the ways to generate electricity, optimise power generation, and make our aluminium production more efficient to address our carbon footprint and other issues related to the environment and climate change.



To increase energy efficiency and reduce energy intensity, the Company is working on improving the energy management system at its assets and involving all employees in the energy efficiency issues. Each employee of the Company is responsible for achieving the energy efficiency goals through KPIs and other indicators recorded in internal documents. The issues of energy consumption management and climate change mitigation are considered at the level of the Board of Directors and senior management.

GRI 302-1

Energy consumption, mn GJ[1]



GRI 302-4

In 2021, En+ Group decreased energy consumption by 1.8% compared to 2020, to a total of 326.4 million GJ.

1. The energy consumption for 2019-2020 was restated due to corrections in fuel and electricity consumption and improvement of methodology.

98.77%

electricity used is made by hydropower for aluminium smelters of Metals segment

Metals segment

GRI 103-2

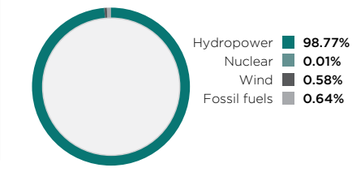
Optimisation of energy consumption in the Metals segment is an important part of the Company's efforts to reduce its impact on the climate. The enterprises of our Metals segment are striving to modernise their production facilities using the best available technologies and other innovations to achieve this goal.

Over 90% of the Company's aluminium is produced using renewable hydropower. In 2021, 119 new electrolysers were added, bringing the total for the entire initiative up to 3,473 electrolysers. Due to the implementation of energy-saving measures, at the facilities of the aluminium division, the specific total energy consumption in 2021 decreased by 470 kWh/t compared to 2013 (the year the projects were launched).

GRI 302-3

Energy intensity, GJ/t[1]

Sources of electricity used for aluminium smelters of the Metals segment, %



Power segment

GRI 103-2

In 2021, the Power segment's electricity generation increased from 82.7 TWh in 2020 to 90.8 TWh (including Onda HPP).

The Group operates five HPPs, with 15.1 GW of total electricity capacity. In addition, the Power segment operates 16 CHPs with the total installed capacity of 4.3 GW, as well as a solar power plant with the installed capacity of 5.2 MW.

SASB IF-EU-550a.1

There were no incidents of non-compliance with physical or cybersecurity standards registered in 2021, or with regulations applicable to electrical infrastructure.

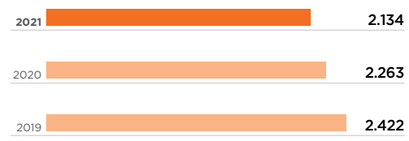
In 2021, the Company actively worked on improving the energy efficiency. One of the key programmes is the New Energy modernisation programme that supports the strategic goal of increasing the electricity production derived from renewable energy sources. The aim of the programme is to increase energy production with the same volume of water passing through the turbines. We work on reducing the electricity losses during its transmission from power plants to consumption facilities.

Read more on the New Energy programme at pp. 47-49.

The Irkutsk Electric Grid Company (IESK) carried out various initiatives, such as replacing wires on overloaded power lines, optimising the load of electric networks through the construction of power lines and others, hence it managed to save 90,795 kWh of energy.

GRI 302-3

Energy intensity, GJ/MWh



1. The energy data used in calculation includes purchased electricity and heating.

EN+ GROUP ISSUES MORE THAN ONE MILLION I-REC CERTIFICATES IN 2021

In 2021, En+ Group issued over one million international renewable energy certificates (I-RECs). The certificates correspond to the electric energy produced by En+ Group companies. The I-REC Standard ensures that issued certificates adhere to major international sustainability and carbon accountability standards including the GHGP, CDP and RE100.

Taskforce on Climate-Related Financial Disclosure (TCFD)

In 2021, En+ Group finalised the analysis of climate risks and opportunities in accordance with the TCFD recommendations. The Company assessed the physical and transitional risks of assets in different parts of the world. The risk analysis was carried out with the participation of relevant departments. A scenario analysis based on climate models developed by the Intergovernmental Panel on Climate Change (IPCC) was conducted. For the most accurate and complete modelling (for a better analysis of climate risks and, as a result, the introduction of the best risk reduction methods for En + Group), common socio-economic paths (SSPs) were used as boundary conditions for climate modelling.

Governance

The Group's climate risk corporate governance system outlines the relationship between the Group's shareholders, the Board, the CEO and the management team as well as the competencies and duties of the Board committees in relation to managing the global climate change agenda.

Read more on the structure of climate risk management at p.64

When making strategic decisions concerning climate change, the Group is guided by its Environmental Policy. The Policy's main objective is the continual reduction of environmental and climate impacts as well as related risks and the prevention of global temperature rise above 1.5 °C in accordance with the Paris Agreement goals.

Strategy

GRI 201-2

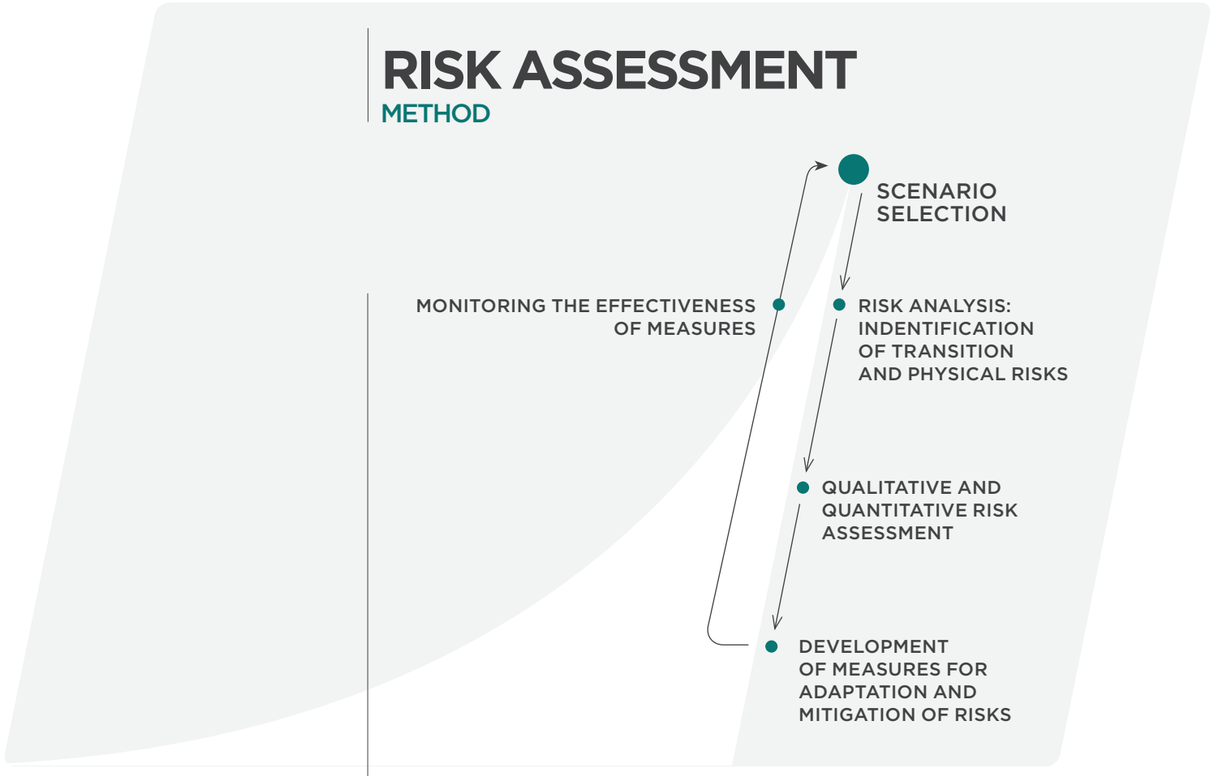
In 2021, climate risks were reviewed and altered due to an assessment of climate risks. The Company has long maintained a climate risk register covering the Group's assets and continues to do so. The Company actively conducts activities aimed at minimising risks. The costs of the actions taken to manage the risk are substantial.

Understanding the importance of climate risks and their potential impact on the Group's assets, a scenario analysis was used to assess them. The Company assesses climate risks in accordance with scenarios of the Shared Socio-Economic Pathways, which imply scenarios of projected global socio-economic changes up to 2100, considering various climate strategies. The scenarios consider various aspects of the world community development: economy development, intensity of use of fossil fuels, impact on the environment, population growth trends, etc. The following scenarios were chosen:

- SSP 126 "Sustainability scenario" corresponds to a warming of 1.5–2 °C. It assumes stricter legislative carbon regulation compared to other scenarios;
- SSP 245 "Middle of the road scenario" corresponds to a warming of 2–4 °C;
- SSP 585 "Fossil Fuel Economy scenario" corresponds to a warming of 4–7 °C.

En+ Group owns and operates many assets located across the globe. For correct assessment of climate risks, it is important to consider the climate features of different regions. Therefore, an in-depth analysis of climate risks specific to the area under consideration was carried out with regard to the local specifics of the region.

En+ Group has identified the climate-related risks and opportunities in the short, medium, and long term. The short term is defined as 0–1 year. The medium term stands for 2–3 years. The long term is up to 10 years (this is a period with a higher uncertainty). This distinction is needed for a more accurate goal setting for opposing the climate change and assess the probability of a particular climate risk.



Risk management

En+ Group realises the necessity of integrating the identification, assessment, and management of climate-related risks into the Company's overall risk management process.

The Company's risk management system provides for the identification and the financial and probabilistic estimation and control over any change in risks from both the internal and external environments with regards to the financial and/or economic activities of the Group's operating companies and businesses.

Risk assessment is part of the Company's corporate governance system. Climate risks are identified, assessed and managed by the Company as a specific risk management process which is fully compliant with the Company's corporate risk management system. The main purpose of risk management is to choose the most effective methods of addressing each identified risk and to ensure that the Company executives and employees are put in the picture. The HSE Committee currently oversees the climate-related risks and reports on these as part of its agenda to address the risks for the Board of Directors.

Physical risks and opportunities

The physical risk register lists physical risks that may potentially undermine the Group's operations and supply chain. The register will be updated on a regular basis. Among the physical risk factors, we consider a probability of severe events (acute risks) such as precipitation and flooding anomalies, abnormal heat and abnormal cold, as well as the chronic risks relevant to the Group's activities such as average annual temperature and precipitation increase.

In addition, some opportunities have been identified, such as a reduction in the consumption of fuel and energy resources and in the required heating energy capacity due to a shorter heating season, an increase in the share of low-carbon electricity supply through solar energy development, an increase in the dwelling heat demand for heating due to abnormal cold will increase profit, and others.

AREAS OF FOCUS

Physical risks

Risk and risk factor	Scenario	Probability
Infrastructure disruption (underflooding of quarries) due to abnormal precipitation	•	Low/ Medium[1]
	•	Low/High[1]
	•	High/Low[1]
Infrastructure disruption due to abnormal precipitation	•	Low
	•	Low
	•	Low/ Medium[1]
Reduced productivity due to abnormal heat	•	Medium
	•	Medium/ High[1]
	•	Medium/ High[1]
Supply disruptions due to abnormal precipitation	•	Low
	•	Low
	•	Low
Supply disruptions due to strong wind	•	Low
	•	Low
	•	Low
Equipment damage/loss due to abnormal frosts	•	Low
	•	Low
	•	Low
Halt in production due to abnormal precipitation deficits	•	Low
	•	Low
	•	Low
Breaching of the integrity of production facilities due to abnormal precipitation	•	Low
	•	Medium
	•	Low
Main building's roof collapse due to abnormal snowfall	•	Low
	•	Low
	•	Low
Probability is based on a qualitative risk assessment scale: low (less than 20%), medium (20–60%), high (60–100%) probability		
SSP126 - • SSP245 - • SSP585 - •		

Physical risk register will be updated on a regular basis

The HSE Committee currently oversees climate-related risks and reports on the them from the Board of Directors

Read more on assessed physical risks in Appendix at p. 155.

Transition risks and opportunities

Transition risks stand for the climate-related risks arising out of governmental, market or other actions associated with the transition to a low-carbon economy. Depending on the nature, speed, and focus of these changes, transition risks may pose varying levels of financial and reputational risks to the organisations economy.

The following opportunities have been identified:

- the Company's regular annual GHG emissions reporting to the stakeholders (policy and legal);
- increasing investment in the production of low-carbon generation (technology);
- increasing investment attractiveness (reputation);
- increased demand for less carbon-intensive products (market).

[1] Depending on the region.

Transition risks

Sub-category of risks	Risk factor	Scenario	Probability
Policy and legal	Costs of arranging measures to adapt to and minimise the impact of the global climate change	•	Medium
		•	High
		•	High
	Expenses related to the purchase of offsets	•	High
		•	Medium
		•	Low
	Additional tax burden due to the CBAM introduction	•	High
		•	High
		•	High
	Reduction in demand for non-green electricity due to the introduction of CBAM	•	High
		•	Medium
		•	Low
Technology	Capital expenditure on the transition to energy-efficient and energy-saving solutions in production processes	•	High
		•	Medium
		•	Low
	Decrease in demand for the Company's products in the European markets	•	High
		•	Medium
		•	Low
	Reduction or absence of additional government investments to reduce GHG emissions	•	Medium
		•	Medium
		•	Low
	Failure to achieve the declared impeller performance of hydraulic units within the New Energy programme	•	Low
		•	Low
		•	Low
	Increasing the carbon intensity of production by using gas-insulated circuit breakers	•	Low
		•	Low
		•	Low
Market	Reduced product margins and competitiveness due to high carbon footprint	•	High
		•	Medium
		•	Low
	Lower demand for coal products due to the transition to low-carbon economic development	•	High
		•	Medium
		•	Low
Reputation	Sludge overflow that entails costs of eliminating the consequences of the accident and paying a fine	•	High
		•	Medium
		•	Low
	Reduced investment appeal of the Company	•	High
		•	Medium
		•	Medium
SSP126 - • SSP245 - • SSP585 - •			
Probability is based on a qualitative risk assessment scale: low (less than 20%), medium (20–60%), high (60–100%) probability			

In the long run, there will be physical and transitional risks with a significant impact (based on a qualitative risk assessment).

Read more on the assessed transition risks in Appendix at pp. 155-156.

AREAS OF FOCUS

Metrics and targets

In 2021, the GHG emissions of En+ Group were calculated in compliance with the GHG Protocol

Read more on GHG emissions and GHG emissions intensity at p. 63.

Keeping in line with the TCFD recommendations, the Company sets its short-term, medium-term and long-term goals

Short-term climate-related goal:

Read more on these climate related goals for 2021 at p. 67.

Mid-term climate-related goals

The Metals segment set seven goals in its strategy up to 2025 to reduce GHG emissions. In addition to reducing the average specific direct and indirect GHG emissions to no more than 2.7 t of CO_2 equivalent per tonne of aluminium, as mentioned above, our strategic climate-related goals are:

Goals

1. To purchase at least 95% of electricity from hydropower plants and other carbon-free sources of power generation for aluminium smelters
2021 Result: In 2021, the energy mix at RUSAL aluminium smelters was as follows:
•hydropower (HPP): 98.77%
•nuclear (NPP): 0.01%
•wind: 0.58%
•fossil fuels (TPP): 0.64%

2. To reduce direct specific greenhouse gas emissions by 15% at existing aluminium smelters by 2014.
2021 Result: In 2021, there was a 11.6% reduction in the specific GHG emissions as compared to the 2014 level.

3. To reduce direct specific GHG emissions by 10% in existing alumina smelters by 2014.
2021 Result: In 2021, the reduction in the specific GHG emissions stood at 2.4% compared to the 2014 level.

4. To reduce specific electric power consumption by aluminium smelters by 7% by 2011.
2021 Result: In 2021, the reduction of average specific electric power consumption by aluminium smelters stood at 4.2% compared to the 2011 level.

5. To use the internal carbon price when making strategic and investment decisions, starting in 2017.
2021 Result: Since 2017, the Company has been applying an internal carbon price in the process of making strategic and investment decisions.

6. To support Russian and international initiatives and associations advocating for actions to prevent climate change and backing carbon prices, provided they are aligned with the Company's strategic goals.
2021 Result: The Company actively participates in a number of climate initiatives.

Long-term climate related goals:

Read more long-term climate-related goals ato p. 66-67.

ENVIRONMENTAL

STEWARDSHIP

Environmental Policy

Key highlights

6%
reduction in total air emissions, excluding GHG and CO (as compared to 2020)

95%
of hazardous waste reused and recycled

5%
reduction in total weight of sludge and tailings waste generated (compared to 2019)

USD 154.9 mn
total environmental protection costs

Status of the goals set in 2020

Goals for 2021	*Status*	*Comments*
1 **IMPLEMENT MEASURES** for technical re-equipment of ash collectors at Novo-Irkutsk and Ust-Ilimsk CHPs, and at CHP-6	In progress	• Modernisation of the electrostatic precipitators was completed at Novo-Irkutsk CHP
2 **IMPLEMENT INITIATIVES** according to the plan of LLC Baikal Energy Company for the introduction of large-scale ash and slag waste use	In progress	• Project on using the waste as a component for road construction commenced • Project on using the waste for mines restoration/ land habitation is at the Environmental expertise stage
3 **DEVELOP PROJECT DOCUMENTATION** for the branches of LLC EuroSibEnergo-Hydrogeneration to ensure the organised collection, treatment and disposal of surface and drainage wastewater from HPPs, and to equip drainage systems with local wastewater treatment systems. Develop preliminary feasibility study materials for analogous projects at Krasnoyarsk HPP	In progress	• Project documentation stage for wastewater treatment facilities commenced in 2021 at Bratsk, Ust-Ilimsk and Irkutsk HPPs. Finalising is planned for next year. • Preliminary survey for wastewater treatment facilities at Krasnoyarsk HPP is underwa.
4 **CONTINUE MONITORING OF BIODIVERSITY** in collaboration with scientific institutions	Completed	• In 2021, En+ Group continued to monitor biodiversity in cooperation with leading scientific institutions and public organisations
5 **CONTINUE IMPLEMENTING THE BIORESOURCE RESTORATION PROGRAMMES**	Completed	• In 2021, En+ Group continued its long-term work on the implementation of programmes for restoration of forest and aquatic biological resources
6 **CONTINUE IMPROVING THE MANAGEMENT OF BIODIVERSITY CONSERVATION ISSUES**	Completed	• The Biodiversity Policy developed and adopted in 2021

Material topics

- Air quality
- Water and wastewater management
- Biodiversity
- Safe management of tailings and waste

AREAS OF FOCUS

Management approach

GRI 102-11, GRI 103-1

En+ Group takes a responsible approach to the use of natural resources and ecosystem services. The Company applies the precautionary principle both in its risk management system and in the process of environmental impact assessment to mitigate the adverse consequences of its activities. En+ Group conducts R&D activities, actively implements and uses advanced high-tech solutions that provide minimisation of environmental impacts as well as optimisation of the production process.

En+ Group conducts an environmental impact assessment for each and every of its production facilities in line with the requirements of federal executive authorities that exercise state administration in the field of environmental protection.

The key aspects of the Company's environmental protection activities include:

- identifying and assessing the environmental and climate risks generated by the Company's production facilities as well as the impact of environmental and climate risks on the Company's activities;
- complying with environmental legislation in the regions of operation as well as with internal corporate regulations and industry best practices that may be more stringent than local regulations;
- preventing and mitigating environmental and climate impacts;
- engaging with the stakeholders and respecting their views.

GRI 103-2

Environmental care and protection is an integral part of En+ Group's corporate governance. The Company's structure includes the designated environmental management bodies both under the Board of Directors and at the executive management level. Environmental protection activities are carried out both in the Metals and Power segments by the designated environmental protection departments.

En+ Group developed its environmental policy in accordance with the ISO 14001 requirements. The latest update was approved in December 2020 by the Board of Directors of En+ Group. The policy reflects the key areas of the Company's environmental activities:

- minimising emissions of air pollutants;
- reducing the negative impact on climate through the reduction of direct and indirect greenhouse gas emissions, the increase in their absorption, and the increase in energy efficiency, in order to minimise the carbon footprint of the products;
- minimising water consumption and contaminated wastewater discharges;
- increasing the share of waste processing and recycling as well as safe waste storage, accumulation and utilisation;
- using natural and energy resources more efficiently;
- decommissioning the equipment with polychlorinated biphenyls and ensuring their safe disposal;
- restoring the disturbed lands with respect to technical possibilities, economic factors and terms of land rehabilitation works according to the design documentation;
- minimising adverse impacts on biodiversity and promoting biodiversity conservation in the regions where the Group operates its production facilities;
- continually improving the Group's environmental management system;
- actively participating and taking a leadership role in international, national and local environmental and climate change initiatives;
- enhancing employee level of knowledge and awareness about the personnel's role in the environmental protection and climate change;
- increasing involvement of management and employees, as well as of suppliers and consumers in environmental protection and climate change mitigation.

The Policy is available on the Company's website: www.enplusgroup.com/en/investors/corporate-documents/

In 2021, En+ Group approved the regulation on the consolidated strategic plan for environmental risk management that defines the procedure for formation and maintenance of the consolidated strategic plan for environmental risk management of the Company. This is designed to systematise information about significant environmental risks arising from the En+ Group activities and to develop action plans to fend off (minimise or exclude) such risks.

USD 12.77 mn
payments for negative environmental impact

In the reporting year, with the participation of the RUSAL Board of Directors, the Metals segment prepared a draft of its Sustainable Development Strategy that encompasses the Company's key directions relating to the ESG factors. In particular, priority adaptation projects in the field of sustainable development up to 2030 are specified in the strategy.

GRI 103-3

In alignment with its environmental policy, the Company is constantly improving the existing environmental management system in accordance with the ISO 14001:2015 international standard – "Environmental Management Systems" and Russian national standard "Environmental Management Systems" GOST R ISO 14001–2016. The production facilities owned by the En+ Group entities successfully apply this system. So far, 22 of the Metals segment's production facilities have been certified under ISO 14001. LLC Baikal Energy Company, Krasnoyarsk HPP and KraMZ LLC have successfully retained their conformity certificates.

In the reporting year, total environmental protection costs equalled USD 154.9 million, about USD 16.7 million of which are accounted for by the Power segment and USD 138.2 million – by the Metals segment.

Read more about the environmental protection costs in Appendix at p. 157

In the reporting period, there were no significant risks associated with environmental management and environmental impact. No non-monetary sanctions for non- compliance with environmental laws and/or regulations were imposed.

GRI 307-1

In 2021, supervisory authorities carried out inspections at the Company's enterprises. No significant environmental fines or incidents (exceeding USD 1 million) were reported. Work is underway to remedy all recorded minor incidents.

To ensure the reduction of environmental risks is prioritised within the Company, En+ Group includes environmental indicators in the KPIs of all the Company's managers, at all levels, who are responsible for the implementation of environmental measures and investment programmes. In 2021, the KPIs of the CEO included ensuring the absence of environmental incidents (accidents, violations) within the Power segment, which may otherwise result in significant pollution of soils, air, water or court penalties (after all stages of the appeal process) with a compensation excess of USD 1 million.

GRI 303-1

En+ Group strives to interact with responsible suppliers. The contracts concluded by the Company's production facilities with contractors include a mandatory provision stating that contractors and suppliers shall comply with the requirements of the Company's Environmental Policy.

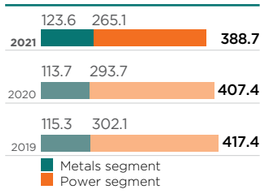
The Company intends to automatically collect the environmental data. In 2021, the Company conducted negotiations with software developers and carried out preliminary testing of the system.

1. Though En+ Group uses this damage threshold when defining significant environmental incidents, it also considers the region, the existing environmental conditions, the type of damage, the level of impact and the value of lost species. The combination of these factors affects the final calculation of monetary damages to be compensated for. The compensation includes both the costs and the payments to the government to take environmental and compensation measures in order to reduce the impact. Such evaluation lets one convert the damage into a monetary value. The damage threshold of USD 1 million is not regulated by Russian legislation, it was determined based on the Company's long-term experience in managing the environmental risks. En+ Group has plans to develop a more comprehensive yet simple and objective system for defining significant environmental incidents.

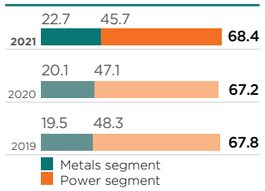
AREAS OF FOCUS

GRI 305-7
SASB EM-MM-120a.1
SASB IF-EU-120a.1

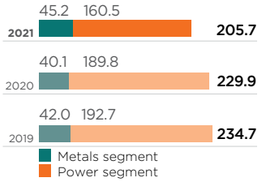
Total air emissions (excluding greenhouse gases and CO)[1], kt



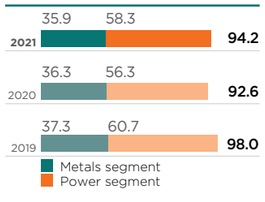
NO_x air emissions, kt



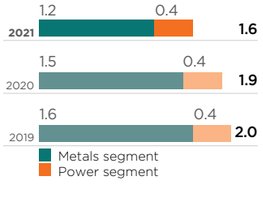
SO_x air emissions, kt



Particulate matter (PM) air emissions, kt



Volatile organic compounds (VOCs) air emissions, kt



Performance

Air pollution

GRI 103-1

Complying with environmental legislation and ensuring a favourable state of the environment are the core elements of the Company's business model. En+ Group recognises that its operations have an impact on air quality, hence strives to minimise and mitigate its atmospheric emissions by implementing the following initiatives and measures:

- building and streamlining high-performance gas treatment facilities that significantly reduce pollutant emissions;
- applying and investing in the best available emission reduction technologies and methods where the Company's production facilities operate;
- participating in environmental programmes within the framework of emissions reduction;
- developing dust-collecting plants;
- promoting engineering and technological activities aimed at reducing emissions.

The main proportion of the Group's emissions comes from RUSAL and LLC Baikal Energy Company .

GRI 103-2

In line with its responsible approach to the issues of air quality in the regions of operation, En+ Group has been involved in the implementation of the Comprehensive Plan as part of the Ecology national project and the Clean Air federal programme since 2018. The programme is aimed at minimising total emissions in Russia's 12 industrial centres and, as a result, achieving at least a 20% emission volume reduction by 2024 relative to the 2017 base year in these cities. The Group also takes measures to mitigate its negative impact on air quality within its production facilities located in Bratsk, Novokuznetsk, and Krasnoyarsk, in particular by promoting Eco-Søderberg technology implementation and by using advanced gas treatment facilities.

Since mid-2021, two complexes of automatic control systems at KrAZ have been transmitting data on emissions to the information resource of the Ministry of Ecology and Rational Nature Management of the Krasnoyarsk Territory every 20 minutes. The information is available on the website of the regional information and analytical system – krasecology.ru. The results of this experiment will form the basis of a comprehensive environmental monitoring system throughout the country.

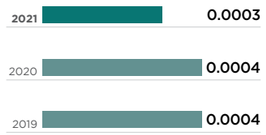
As part of the implementation of the federal Clean Air project, RUSAL issued a voluntary report concerning the Company's contribution to the programme. In the report, the Company discloses the information about the goals, objectives and current status of the project aimed at reducing emissions of pollutants and improving the quality of atmospheric air in the regions of its presence. The text of the report was prepared on the basis of the Company's data for 2017–2021 with an overview of the key results of RUSAL's participation in the Clean Air federal programme in 2021.

Scientific research on the possible impact of an ice hole in the Yenisei River on air quality in Krasnoyarsk has been carried out by the Institute for Computational Modelling of the Siberian Branch of the Russian Academy of Sciences with the support of En+ Group since 2019. One of the main objectives of this research is to study the patterns of formation of fog clouds of soaring over the city and the Yenisei riverbed. Understanding these processes will bring scientists closer to answering the question of the possible effect of the open river on air quality, as well as provide a basis for developing future solutions to improve the quality of the environment for people living downstream of Krasnoyarsk HPP.

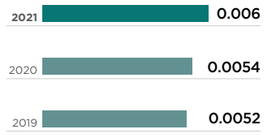
To assess changes in the air pollutants emitted, the Company calculates intensity metrics linked to the amount of heat and energy generated and the volume of aluminium production.

1. Hereinafter in the section "Environmental stewardship – Air pollution" The data for the Friguia Bauxite and Alumina Complex which may be material for the 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, SO2 emissions are estimated at 3.8 thousand tons.

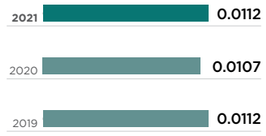
Volatile organic compounds (VOCs) air emissions intensity, Metals segment, kt/kt[1]



NOx air emissions intensity, Metals segment, kt/kt[1]



SOx air emissions intensity, Metals segment, kt/kt[1]



Particulate matter (PM) air emissions intensity, Metals segment, kt/kt[1]

Metals segment

RUSAL strives to minimise the negative impact of its operations on the atmosphere. Thus, environmental protection activities focused on emissions reduction are of critical importance to the Metals segment. Pursuant to the Comprehensive Plan as part of the Ecology National Project and the Clean Air federal programme, RUSAL pays particular attention to this issue and takes steps to improve air quality in the regions where the Company's production facilities operate. This approach is evolving through the implementation of the following measures:

- monitoring atmospheric conditions through automatic monitoring systems and mobile laboratories;
- using advanced gas treatment facilities, including the units engineered by RUSAL's design and scientific departments;
- conducting R&D activities and implementing the results;
- applying Eco-Søderberg technology (at the Krasnoyarsk, Bratsk, Irkutsk and Novokuznetsk aluminium smelters);
- using best available technologies to reduce air emissions;
- implementing the FTC-RUSAL fume treatment system;
- upgrading the aluminium smelters.

Pursuant to its Sustainable Development Strategy, the Company developed some adaptation projects focused, inter alia, on minimising the pollutant emissions into the atmosphere and mitigating their impact on it. Within this framework, RUSAL intends to reach the following goals:

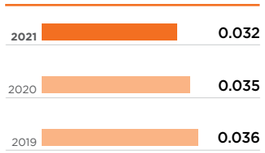
- by 2025, to reach the compliance of the Company's air emissions management with the regulatory requirements established by legislation[2] (this implies a 100% reduction in emissions in excess of the maximum permissible concentration into the atmosphere);
- by 2030, to bring the air quality in line with the standards and the acceptability of the risks of the content of priority substances for the health of the population[3] in the so-called "territories of responsibility".

By implementing state-of-the-art technical solutions and, in particular, advanced gas and fume treatment facilities, RUSAL is mitigating its impact on the atmosphere. In the reporting period, the volume of pollutants emitted in consequence of RUSAL's operations totalled 368.9 kt (excl. GHG emissions). Low-hazard carbon monoxide (CO) accounted for the majority of this total, standing at 245.3 kt (66.5% of total emissions, excl. GHG emissions) with 123.6 kt made up of other pollutants, which corresponds to a 8.7% increase compared to 2020.

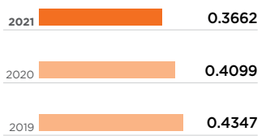
1. The intensity metric reflects the ratio of emissions to the volume of aluminium produced for 2019, 2020 and 2021 respectively. The denominator data is indicated in the appendices.
2. International and local laws applicable in the territory of responsibility (at the place of operational activity of the Company's mining, alumina and aluminium enterprises).
3. Acceptability of risks to public health is being examined within the framework of the programme "The evaluation of the effectiveness and social significance of the package of air protection and compensatory medical and preventive measures based on the public health criteria in the areas of influence of JSC RUSAL Krasnoyarsk", the executor is the Federal State Budgetary Institution "Federal Research Centre for Medical and Preventive Health Risk Management Technologies" of the Federal Service for Supervision of Consumer Protection and Welfare (Rospotrebnadzor) (Perm) intended for 2021–2025.

AREAS OF FOCUS

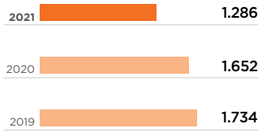
Volatile organic compounds (VOCs) air emissions intensity, Power segment, kt/bn kWh[1]



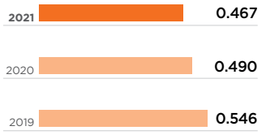
NO_x air emissions intensity, Power segment, kt/bn kWh[1]



SO_x air emissions intensity, Power segment, kt/bn kWh[1]



Particulate matter (PM) air emissions intensity, Power segment, kt/bn kWh[1]



Power segment

The Power segment is focused on reducing emissions through increased efficiency. Beyond the New Energy programme focused on massively increasing the efficiency of the Group's HPPs in 2020, LLC Baikal Energy Company also implemented several initiatives aimed at increasing efficiency in electricity generation. This ensured a reduction in emissions per kWh of energy produced.

Additionally, a reduction in emissions in the Power segment is also sought through technical modernisation of ash dust collector plants. In 2021, modernisation of the electrostatic precipitators was completed at Novo-Irkutsk and Novo-Ziminsk CHPs. Moreover, the Company has already commenced the project on the introduction of advanced electrostatic precipitators at Irkutsk CHP-6 and Ust-Ilimsk CHP.

The entire set of measures taken by the Company is aimed at achieving the goal of mitigating its impact on the atmosphere. The volume of air emissions in the Power segment in the reporting period (excluding CO) totalled to 265.1 kt. The main pollutants are nitrogen and sulphur oxides as well as particulate matter.

In the reporting period, the Power segment managed to significantly reduce atmospheric sulphur oxide emissions at Interenergo LLC facilities owing to a decrease in the weighted average sulphur content in coal from 1.31% (dry weight) in 2020 to 1.09% (dry weight) in 2021. Thus, the Power segment reduced its total sulphur oxide emissions by 15.4% as compared to 2020.

Water resources

GRI 103-1

En+ Group operates the HPP cascade on the Angara River, which flows out of Lake Baikal providing the local population with clean renewable power. En+ Group is responsible for following the instructions of Rosvodresursy, the Russian Federal Agency of Water Resources in regard to the establishment of the water regime. Therefore, the Group regulates the water regime of the Angara cascade of HPPs in strict accordance with federal instructions.

Read more on the Company's actions within the Lake Baikal ecosystem at pp. 96-97

Since one of the main environmental goals of En+ Group is to minimise its negative impacts on water resources, En+ Group is taking the following steps to ensure sustainable water management:

- water quality monitoring;
- increasing the water recycling;
- increasing the quantity and quality of wastewater treatment processes;
- decreasing the volume of fresh water used in operations;
- decreasing the volume of wastewater produced and the concentration of hazardous substances contained therein.

Within the Company's commitment to SDG 6 (clean water and sanitation), En+ Group has set its water-related goals in 2021:

- by 2030, eliminate untreated wastewater discharge generated by the Power segment;
- by 2030, minimise non-production water losses through technological optimisation;
- by 2025, deploy water recycling systems for the main processes in the Metals segment[1].

Read more on the Company's actions within SDG in the Sustainable Development Goals Report for 2021: www.enplusgroup.com/en/sustainability/un-sdgs

As En+ Group seeks to achieve its goals in implementing the federal projects "Improvement of the Volga", "Preservation of Lake Baikal", "Clean Water", "Preservation of unique water bodies".

The majority of the Company's water usage is associated with the alumina facilities of the Metals segment and the power generation facilities of the Power segment.

GRI 303-5

Water consumption is accounted for by devices (commercial and technical accounting).

GRI 103-2

SASB EM-MM-140a.2

SASB IF-EU-140a.2

En+ Group operates mostly in the regions that are not considered to be the areas affected by water scarcity. Despite this fact, the Group maintains strict limits on water withdrawal from water bodies and wastewater discharge; no significant violations of legal requirements and environmental legislation were recorded within the reporting period.

To assess changes in the metrics concerning water management, the Company calculates intensity metrics linked to the amount of heat and energy generated and the volume of aluminium production.

There are no critical risks of water use (water consumption or drainage). In 2021, no significant water-related risks were identified in the Power and Metals segments.

GRI 303-2

The Company strives to operate in strict accordance with the requirements of documents regulating the quality of wastewater, setting a limit on the content of pollutants. Water discharge in water bodies is performed in accordance with state requirements for the quality of wastewater, as well as sanitary and epidemiological requirements. Water discharge in public networks is carried out in accordance with municipal requirements. Reducing the number of water discharge cases non-compliant with the requirements of regulatory documents is a priority for the Company. For such cases, the Company relies on the following documents: Environmental impact declaration, Decision on the granting of water bodies for use, Standards for permissible discharges of pollutants into water bodies, Permission to discharge pollutants and microorganisms into water bodies.

SASB IF-EU-140a.3

The Company takes measures to minimise water-related risks especially connected with the exceeding of permissible standards of pollutant discharges into surface water bodies. Thus, measures are envisaged to exclude wastewater discharges in line with the Company's risk management approach. In the reporting period, En+ Group completed all planned works on the construction and commissioning of local treatment facilities of its subsidiaries.

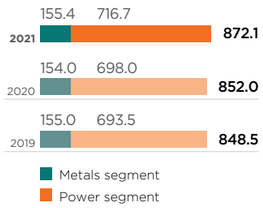
1. The intensity metric reflects the ratio of emissions to the amount of electricity generation and heat generation for 2019, 2020 and 2021 respectively. The denominator data is indicated in the appendices.

1. At the BAZ, UAZ, RBA facilities.

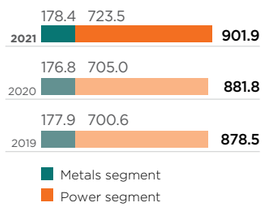
AREAS OF FOCUS

GRI 303-3 | SASB IF-EU-140a.1 | SASB EM-MM-140a.1

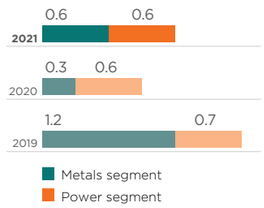
Fresh water withdrawal[1], mn m³



Total water withdrawal, mn m³

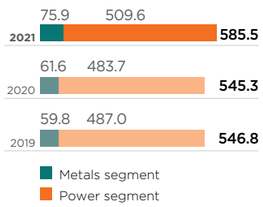


Percentage of water withdrawal from all areas with water stress, %



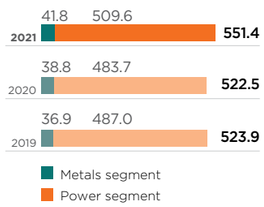
GRI 303-4 | SASB IF-EU-140a.1 | SASB EM-MM-140a.1

Total water discharge, mn m³



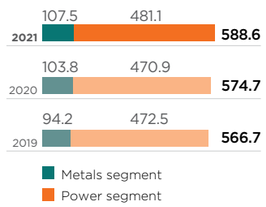
GRI 303-4 | SASB IF-EU-140a.1 | SASB EM-MM-140a.1

Fresh water discharge, mn m³



GRI 303-5 | SASB IF-EU-140a.1 | SASB EM-MM-140a.1

Total water consumption[2], mn m³



2. Hereinafter in the section "Environmental stewardship – Water resources" the data for total and fresh water withdrawal and discharge excludes quarry, mine, drainage, storm, and other waters, which are not used in the production process.
3. Represents water for production needs.

GRI 303-3 | SASB IF-EU-140a.1 | SASB EM-MM-140a.1

Total water withdrawal intensity, Metals segment, mn m³/kt[1]

GRI 303-4 | SASB IF-EU-140a.1 | SASB EM-MM-140a.1

Total water discharge intensity, Metals segment, mn m³/kt[1]

Metals segment

GRI 303-1

The Metals segment sticks to the best available practices within the framework of water resources management. Measures are taken to reduce water withdrawal and wastewater discharge by implementing initiatives addressing the issue. In addition, RUSAL takes measures to improve water recycling and regularly examines all water supply facilities to minimise environmental risks.

No significant water-related risks were identified in 2021, and no issues revealed as to water supply intended for production needs.

The Metals segment is taking steps to mitigate its impact on water resources. Therefore, the Company develops its technologies in two main directions – reducing water intake and enhancing water reuse. Among the core priorities for the Company is to improve the closed water supply system at production facilities. Hence, a project within its Urals and Bogoslovsk refinery facilities to observe the priority and reduce water discharge in the process of implementation.

The Metals segment intends to introduce advanced circular water systems especially at Company sites located in regions with a high level of water stress. Such measures are being taken at the operating sites in Armenia. In 2021, RUSAL completed the construction of the closed water circulation system at Krasnoturyinsk Alumina Refinery. The Metals segment has set an ambitious goal to increase the share of recycled water supply in the main production processes to 100% by 2025.

In the reporting period, the total volume of freshwater consumption reached 116.1 million cubic metres. Specifically, the largest amount of freshwater resources totalling to 82.6% was consumed by the Alumina Division facilities, while the Aluminium Division accounted for almost 15.3%.

Power segment

Water resource management in the Power segment is primarily aimed at increasing water use efficiency and preventing water pollution.

En+ Group focuses its attention on the facilities operating in the regions with a high level of water stress. The Company endeavours to mitigate its impact on water resources by implementing management initiatives. For instance, a special KPI has been established for managers of the EnSer CHP, one of the Company's facilities operating in the Chelyabinsk Region. This helps avoid penalties for negative environmental impacts.

GRI 303-1

En+ Group conducts constant monitoring at each enterprise in the Power segment aimed at controlling water quality in water reservoirs and discharged water. All water intake sources are included in the Company's impact assessment on water resources, which is conducted 1–3 times a month. The Company performs industrial and environmental control of wastewater and surface water. Accredited laboratories carry out water sampling and analysis. Pertaining to the methodology applied in the Company, sampling is performed at several points upstream and downstream from the HPP's – this allows for a complete assessment. Further laboratory analysis is primarily focused on HPP-specific pollutants, such as the amount of suspended particles and oil products.

To prevent technical malfunctions that may result in water pollution, all Company's facilities strictly monitor the condition of generating and auxiliary equipment. This approach helps to timely eliminate threats referred to as industrial accidents and minimises the risks.

In 2021, En+ continued implementing the New Energy programme. Being the key investment modernisation project implemented by the Group, the New Energy programme allows to increase power generation with the same amount of water passing through the turbines and to eliminate the risks of leakage of turbine oil.

Read more on the implementation of advanced technologies at pp. 43-59.

1. The intensity metric reflects the ratio of the water volume to the volume of aluminium produced for 2019, 2020 and 2021 respectively. The denominator data is indicated in the appendices.

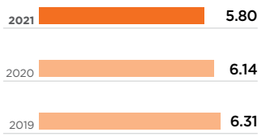
AREAS OF FOCUS

GRI 303-3

SASB IF-EU-140a.1

SASB EM-MM-140a.1

Total water withdrawal intensity, Power segment, mn m³/bn kWh[1]



GRI 303-4

SASB IF-EU-140a.1

SASB EM-MM-140a.1

Total water discharge intensity, Power segment, mn m³/bn kWh[1]

1. The intensity metric reflects the ratio of the water volume to the amount of electricity generation and heat generation for 2019, 2020 and 2021 respectively. The denominator data is indicated in the appendices.

The total amount of water consumed by the Power segment in the reporting period equalled to 481.1 million m³, 0.9% of which serve the needs of water consumption at the Company's production facilities located in water-stressed regions. About 75.1% of water withdrawal is accounted for by surface water withdrawal. In the reporting year, the total amount of water consumed increased by 2.2% compared to the previous year due to withdrawal from surface water bodies by increasing the inflow.

The volume of water withdrawal in the regions with water scarcity was 4.4 million m³ decreased by 2.2% in comparison with 2020, and water discharge equalled to 0.76 million m³ increased by 1.8% in comparison with 2020.

In the reporting period, the total volume of water withdrawal increased by 2.6% and reached 723.5 million m³ due to the increase in the inflow of water bodies, as a result of which the amount of seepage water of HPPs (Krasnoyarsk HPP, Irkutsk HPP, Ust-Ilimsk HPP) increased. Water withdrawal of Power segment is associated with:

- a large volume of water to produce steam;
- water intake from the water utility for transmission for the needs of the population;
- using water for ash removal.

Waste and tailings management

GRI 103-1

En+ Group's two priorities pertaining to waste management are: increasing waste recycling volume and providing safe storage and disposal of waste.

Compliance with legislation, as well as the aspiration to achieve the Company's goals pertaining to the "Clean country" federal project are of crucial importance to En+ Group. Therefore, management of waste and tailings is important to the Company.

GRI 103-2

En+ Group is striving to mitigate its impact of waste generation and to enhance waste management by taking the following measures:

- conducting the R&D activities on waste recycling and implementing the results;
- implementing the advanced disposal facilities to ensure the long-term and reliable storage and/or burial;
- raising the awareness about waste management throughout the Group;
- reducing the amount of bauxite and nepheline residue generated by the Metals segment and ash and slag waste generated by the Power segment.

In 2021, the implementation of measures to ensure the safe disposal of industrial waste continued. These measures also allow to prevent and minimise the negative impact on the environment, including land resources. The Company carried out the construction and reconstruction of the waste disposal facilities (sludge accumulators, sludge storages, sludge dumps, ash and slag dumps, industrial waste landfills) at its production facilities: Novokuznetsk Aluminium Smelter, Volgograd Aluminium Smelter, Aughinish, EURALLUMINA, Windalco and others.

To assess changes in the metrics relating to waste management, the Company calculates intensity metrics linked to the amount of heat and energy generated and the volume of aluminium production.

GRI 103-3

The issue of hazardous waste management is highly important for En+ Group. The Company pays special attention to the problem of disposal of waste containing polychlorinated biphenyls (PCBs) – extremely hazardous persistent organic pollutants. Aiming at fulfilling the complete removal of such waste from all the enterprises by 2025, En+ Group has developed a long-term plan aligning with the international obligations assumed by Russia under the Stockholm Convention on Persistent Organic Pollutants (POPs).

So far, 371.47 t of PCB-containing equipment have been taken out of service and transferred for further disposal, 49.61 tonnes of which were dismantled and transferred in the reporting period. The Group continues replacing the equipment containing PCBs at the facilities of Irkutsk Electric Grid Company with environmentally safe technologies.

EM-MM-150a.9

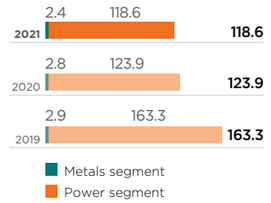
There are no critical risks associated with waste management and hazardous materials. In 2021, no significant incidents were identified for either the Power or the Metals segments.

The Group involves only recognised organisations for the transportation of hazardous wastes licensed properly. In the reporting period, the Group did not perform any cross-border movements of hazardous waste.

The amount of hazardous waste generated during the reporting period totalled 0.7 mt, while the non- hazardous waste (including mining waste) produced totalled 214.6 mt. In 2021, no significant risks or accidents related to spilling at production facilities occurred in either the Metals segment or the Power segment of En+ Group. Hazardous waste of Metals segment increased due to recalculations of dust used as a raw material in the technical process at BaZ-Sual.

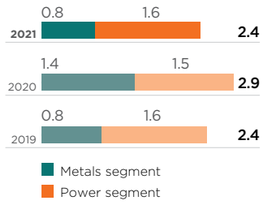
GRI 306-2, 306-4, 306-5

Total volume of non- hazardous waste reused and recycled, including overburden[2], mt



GRI 306-3

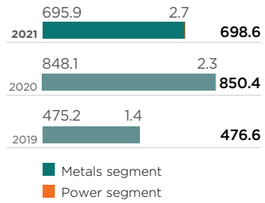
Total volume of non-hazardous waste generated, excluding mining waste (overburden, rocks, and tailings), mt



GRI 306-3

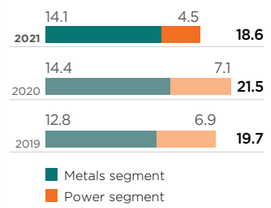
EM-MM-150a.7

Total volume of hazardous waste generated, kt[1]



EM-MM-150a.5

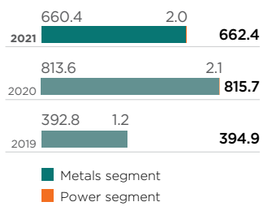
Total weight of tailings waste generated, mt



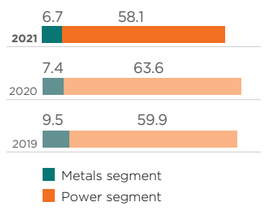
GRI 306-2, 306-4, 306-5

EM-MM-150a.8

Total volume of hazardous waste reused and recycled, kt



Percentage of tailings waste recycled, %



1. According to the Company's calculation methodology, hazardous wastes are those classified to I-III hazard classes under the Order of the Ministry of Natural Resources and Environment of the Russian Federation No. 536 dated 4 December 2014 "On approval of the criteria for classifying wastes to I-V hazard classes by the degree of negative impact on the environment". They fall under the definition of hazardous wastes proposed under the Basel Convention, since they have the characteristics contained in Annex III of the Convention (flammability, toxicity, etc.).
2. Hereinafter in the section "Environmental stewardship – Waste, tailings, and land rehabilitation" the data for the Bauxite Company of Guyana, the Bauxite Company of Kindia (Guinea), the Dian-Dian (Guinea), that may be material for consolidated indicators of overburden and rock waste, is excluded, due to the lack of metering systems and relevant requirements in national legislation. The volume of excluded tailings is the volume of molybdenum ores flotation waste, coal refining solid waste and the volume of sludge generated from coal feedstock classification with water in Power segment and red nepheline sludge in Metals segment.

EM-MM-540a.2

Safe tailings and sludge management

En+ Group operates a significant number of waste disposal sites. In particular, the Metals segment has 28 residue storages and five ash-disposal areas, the Power segment has 16 ash dumps. Therefore, the Group's key priority is to operate in compliance with legal requirements and to ensure safe management of the production facilities.

The Group strives to minimise the risks at all stages of the life cycle of the waste disposal facilities.

Ensuring safety of tailings dams at all life cycle stages

Design
- monitoring essential surveys and studies conducted by specialised organisations;
- government authorities approval

Construction and renovation
- government authorities authorise all the required construction permits;
- construction activity is performed by construction companies under both the state and the project developer's supervision

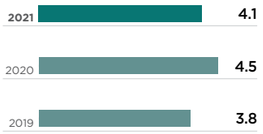
Operation and maintenance
- regular monitoring is conducted;
- both internal and external audits are carried out covering environmental and technical issues

Conservation
- land rehabilitation projects are implemented;
- decommissioning is carried out under the supervision of state environmental authorities upon approval at the local level

En+ Group takes measures to provide for the safety of sludge storage facilities. Regular monitoring of their technical condition and the staff qualification enhancement are at the core of the Company's approach. En+ Group closely monitors the following aspects:
- tailings dams are inspected daily and regularly, and their condition is monitored;
- the Company requires that the employees operating tailings dams be certified and develop their professional skills accordingly. En+ Group ensures professional development of technicians in charge of supervising the safety at hydraulic engineering structures.

AREAS OF FOCUS

Total volume of waste generated intensity, Metals segment, kt/kt[1,2]



Metals segment

As a major metals producer the Metals segment generates a significant amount of waste. To enhance recycling and water reuse and arrange safe storage and disposal facilities, the Company applies a sustainable approach to the waste management. The approach covers the development of advanced technologies to meet high international standards of waste management.

The Metals segment fully realises that the quality of the disposal facilities is of utmost importance. The Company arranges trainings on waste management for the employees.

GRI 306-1, 306-2

EM-MM-150a.4, EM-MM-150a.6, EM-MM-150a.10

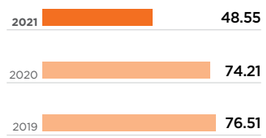
The most significant wastes in terms of their generation amount are red mud and nepheline sludge that are considered to be the non-toxic waste. They make up over 80% of RUSAL's total waste. In cooperation with research centres and other institutions, RUSAL develops and implements technologies for processing specific waste from the aluminium and alumina industries. The Company's plants intensively work to reduce the load on solid waste landfills and sludge storage facilities. The volume of sludge formation is directly related to the dynamics of the production, and also depends on factors such as the depth of ore beds and the percentage of alumina in the processed ore and bauxite. By 2030, the Metals segment plans to involve at least 15% of alumina production waste and at least 95% of aluminium and silicon production waste into economic turnover and disposal, as well as to return at least 20% of aluminium consumption waste to a closed cycle.

In the reporting year, the total amount of generated waste, excluding overburden rocks, reached 15.6 mt, which is by 6.5% less than in 2020 (0.8 mt of hazardous waste and 15.9 mt of non-hazardous waste). The share of recycled waste stood at 3.73%.

The amount of non-mineral waste generated during the reporting period totalled 1.5 mt which is 31.8% less than in 2020. In the reporting period, the Metals segment contributed to 14.1 mt of red (nepheline) mud (6.7% of which was recycled or reused) and 33 kt of spent carbon pot lining (75.2% of which was recycled or reused). The total volume of the rock, overburden, tailings, and sludge generated equalled to 82.7 mt, while waste rock was not generated. Since this is not characteristic of the main production units of the Metals segment.

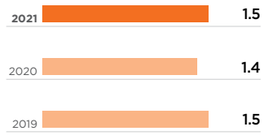
The Company pays considerable attention to the safe storage and disposal of waste. By 2030, the Metals segment plans to ensure the safe disposal of 100% of waste that is not subject to economic turnover and disposal.

Total volume of waste generated intensity, Power segment kt/bn kWh[1]



SASB IF-EU-150a.1

Amount of coal combustion residuals (CCR) generated, kt



1.5 mt

of slag waste from coal combustion were generated in the reporting period, 68% of which was used

Power segment

There are two main types of waste generated in the Power segment's production facilities: ash and slag waste (ASW) and mining waste (overburden and tailings).

GRI 306-1, 306-2

EM-MM-150a.4, EM-MM-150a.10

To mitigate the impact on the environment, the Company develops and implements advanced methods for ash and slag waste disposal. Accordingly, the Company strives to closely interact with leading institutes and production companies.
To improve its waste management approach, the Company is currently implementing the following measures and initiatives:

- using ash and slag materials produced in the reclamation of landfills for waste disposal and land disturbed during coal mining;
- extracting iron-containing concentrate – a pilot unit at a CHP;
- selling ash and slag waste to producers of construction materials;
- increasing the volume of fly ash utilisation through the modernisation of the dry ash unloading unit at Novo-Irkutsk CHP.

Overburden and tailings are generated at the facilities of Strikeforce Mining and Resources PLC (SMR) and at Baikal Energy LLC. In the reporting period, the total volume of the rock, overburden, tailings, and sludge generated amounted to 129.5 mt. Most of the overburden is used as a component of reclamation mixtures to backfill underground workings.The amount of non-mineral waste generated during the reporting period totalled 1.56 mt.

GRI 306-3, EM-MM-150a.6

The total volume of waste generation at the facilities of the Power segment in the reporting period was 131.1 mt, a decrease of 4.7% due to the reduction in the overburden generation. The majority of the waste generated is mining waste: 125.0 mt of overburden and 4.5 mt of waste from ore-dressing plants. The amount of waste rock generated totalled 10.3 mt.

SASB IF-EU-150a.2

There are 16 coal combustion residual (CCR) impoundments operating in the Power segment: two with low, 13 with significant and one with high hazard potential.

WASTE MANAGEMENT INITIATIVE

Aughinish Alumina Ltd. (AAL) continued to participate in RemovAL, which is a large research project funded by the EU Horizon 2020 and coordinated by the National Technical University of Athens (NTUA) to advance existing technologies for the sustainable processing of Bauxite Residue (BR). In 2021, AAL in association with industry partners, developed and constructed a pilot scale Residue Dealkalisation plant to produce residue with a soda content <0.5%, making it usable in the iron and cement industries. In 2021, AAL also demonstrated the use of farmed bauxite residue as a stabiliser with other industrial by-products (fly ash) for civil work applications, with the successful construction of a 150-m section of road on our Bauxite Residue Disposal Area (BRDA).
AAL also continued participation in ReActiv, another large research project funded by EU Horizon 2020, which is coordinated by Holcim, the biggest cement producer in Europe. The objective of the project is to produce cements with a portion of clinker replaced with modified Bauxite Residue (BR). Through ReActiv, modification will be made to both the alumina and cement production processes, linking them through the new ReActiv technologies and transforming them into an active material suitable for new, low-carbon cement products.
In 2021, AAL commenced the construction under the Salt-Cake Wet Oxidation Project (SWOP).
The project will help convert salt cake, which is an impurity removed as part of the refinery process, to caustic that will be fully recovered into the refinery. The elimination of salt cake will reduce the future requirement for storage of this by-product on the BRDA.

LARGE-SCALE ASH AND SLAG WASTE UTILISATION INITIATIVES ACCORDING TO THE PLAN OF LLC BAIKAL ENERGY COMPANY

The Company is striving to improve this figure by implementing initiatives and taking measures within this framework. By now, there are two projects being developed.
The first project on the use of waste for mines restoration/land rehabilitation is at the phase of environmental expertise. After the expertise, a decision will be made on how to expand this practice.
The second project concerns the use of waste as a component for road construction. In 2021, the appropriate R&D activities started. 150 m of the roadbed near Irkutsk have been constructed using fly and bottom ash. Road condition monitoring was started in the autumn of 2021. Based on this, a conclusion will be made about the efficiency of fly ash and bottom ash use in road construction.

1. The intensity metric reflects the ratio of the waste generated volume to the volume of aluminium produced for 2019, 2020 and 2021 respectively. The denominator data is indicated in the appendices.
2. Hereinafter in the section "Environmental stewardship – Waste, tailings, and land rehabilitation" the data for the Bauxite Company of Guyana, the Bauxite Company of Kindia (Guinea), the Dian-Dian (Guinea), that may be material for consolidated indicators of overburden and rock waste, is excluded, due to the lack of metering systems and relevant requirements in national legislation. The volume of excluded tailings is the volume of molybdenum ores flotation waste, coal refining solid waste and the volume of sludge generated from coal feedstock classification with water in Power segment and red nepheline sludge in Metals segment.

1. The intensity metric reflects the ratio of the waste generated volume to the amount of electricity generation and heat generation for 2019, 2020 and 2021 respectively. The denominator data is indicated in the appendices.

AREAS OF FOCUS

GRI 103-1

BIODIVERSITY

With operations across Siberia and alongside the Angara and Yenisei Rivers – unique natural regions with vast biological resources, En+ Group recognises biodiversity preservation as a core topic in its sustainable development approach.

The reduction of biological diversity and ecosystem degradation associated with anthropogenic impact is a global problem that requires decision-making and practical actions from all levels of management. En+ Group is taking action in both directions.

GRI 304-1

The production facilities of the Metals segment are located in various regions of the world. However, the bulk of the Group's operations are located in Siberia, a unique natural region. RUSAL does not operate on the territories of UNESCO World Heritage Sites.

Some of the Power segment's production facilities are located on the Angara River, which originates in Lake Baikal, a UNESCO World Heritage Site. To minimise the impact on biological resources, En+ Group carefully monitors the environmental situation in the zone of influence of enterprises together with leading scientific organisations: Lomonosov Moscow State University, A.N. Severtsov Institute of Ecology and Evolution of the Russian Academy of Sciences, Moscow Physics and technical institute, etc.

KEY PRINCIPLES OF BIODIVERSITY CONSERVATION:

- The guiding principles for our activities are sustainable development, environmental protection and biodiversity conservation as stipulated by the Group's Environmental Policy.
- We endeavour to use a uniform approach in biodiversity conservation as stipulated by the ASPerformance Standard and the IHA's Hydropower Sustainability Standard.
- We recognise the value and boundaries of protected areas and other valuable ecosystemestablished by the laws of the countries where the Group operates with respect to the purposes
- We recognise the importance of preserving protected species at the regional, national andinternational levels, and the importance of preserving the combination of species and theirhabitats, crucial for their survival
- An integral part of our activities is supporting the preservation of ecosystem sustainability andbiodiversity that may be impacted by the Group's segments.
- One of our key objectives of biodiversity conservation and ecosystem services is theavoidance or minimisation of the impacts that may cause irretrievable loss of any species or their habitats.

This Policy as well as all other policies approved by the Group's Board are available on the Company's website: www.enplusgroup.com/en/investors/corporate-documents/

GRI 102-11

En+ Group takes a responsible approach to biodiversity conservation and applies the precautionary principle as part of the risk management system and in assessing the impact of the Company's activities on biodiversity. In order to prevent environmental impact, and protect biological species and their habitats, En+ Group follows the hierarchy of mitigation measures aimed at prevention, minimisation, rehabilitation or compensation of adverse impacts on biodiversity.

The Group has set the goal of assessing the risks of a significant impact of its activities on biodiversity as a result of pollution, overexploitation of natural resources, habitat conversion, climate change, the introduction of alien species and other threats. If significant risks are identified, En+ Group sets targets for biodiversity conservation and develops action plans.

Action plans may include measures to further study the impacts, monitor, maintain or improve the state of biodiversity, developed as a result of direct interaction with stakeholders, taking into account modern scientific achievements. In addition to strict compliance with environmental laws, the Group actively cooperates with research institutions and non-profit organisations to work on projects to study the causes of threats to ecosystems and biodiversity and projects to reduce human impact on biodiversity. In long-term projects, En+ Group successfully monitors the habitats of individual biological species, as well as carries out activities for their conservation, including the support for protected areas in regions of the Group's presence.

Planning, control and reporting in the field of biodiversity conservation are carried out at the En+ Group level. Companies set their goals and budgets, finance activities, control the receipt of permits, and assess risks for biodiversity associated with the operational activities.

GRI 103-3

The Group has historically paid great attention to the conservation of biodiversity, even before the approach became a global trend.

Since 2012, the Metals segment has been cooperating with the Krasnoyarsk Pillars National Park in order to assess the anthropogenic impact on the forest ecosystems of the protected area and on a number of urban areas. Since 2009, the background monitoring has been carried out at the State Nature Reserve "Kuznetsky Alatau". Since 2000, the fish population of the Vym River has been monitored and an event is being implemented for the artificial reproduction of aquatic biological resources on the territory of the Vymsky ichthyological reserve. Since 2019, jointly with the Khakass Regional Branch of the Russian Geographical Society, En+ Group has been working on the studying and minimising the impact of the enterprises on the protected areas.

GRI 103-2

En+ Group actively participates in international initiatives.

- En+ is a member of the Working Group on Entrepreneurship and Biodiversity Conservation under the Ministry of Natural Resources and Ecology of the Russian Federation;
- Group entities also participate in the ASI Working Group on Biodiversity and Ecosystem Services in cooperation with the International Union for the Conservation of Nature and Natural Resources (IUCN), Fauna & Flora International (FFI) and the Chimbo Foundation. In 2021, Alexey Spirin, Director of Environmental and Climate Risk Management at En+ Group, was elected a member of the ASI Board of Directors.

Our cooperation with other organisations allows us to participate in the development and improvement of international standards in the field of biodiversity conservation, taking into account the long-term interests of all stakeholders of the Group.

Read more about participation in international initiatives in the Partnerships and Collaboration section ›

EM-MM-160a.1

Biodiversity is a key aspect of En+ Group's Environmental Policy, which includes a focus on mitigating the negative impact on biological resources in regions of presence.

In order to maintain a high level of environmental management in the field of biodiversity in 2021, En+ Group has developed and endorsed an general and highly specialised policy for the conservation of biological diversity. The Biodiversity Policy is binding both for the Metals and Power segments and emphasises the key principles and attitudes towards biodiversity, and describes Group's approach managing biodiversity conservation and ecosystem services

AREAS OF FOCUS

Metals segment

ECOSYSTEM SERVICES VALUATION

The implementation of forest projects focused on climate and environmental conservation has brought a number of positive effects in the environmental, social and economic areas. Forests have been found to have a significant positive impact on water regulation by preventing soil erosion and conserving land resources.

The Company's reforestation and aerial forest protection activities contribute to projects such as the Trillion Trees Campaign, the National Ecology Project, and the Federal Forest Preservation Project.

RESEARCH, MONITORING AND ASSESSMENT OF IMPACTS ON BIODIVERSITY

The Metals segment continued to implement the integrated environmental monitoring project, including monitoring of biodiversity in specially protected natural areas of the Khakassky nature reserve, the Sayano-Shushensky nature reserve, the Shushensky Bor national park, the Krasnoyarsk Stolby national park as well as pine plantations in the forest steppes of the Krasnoyarsky Territory, aquatic biological resources of the Vym River, populations of snow leopard and forest reindeer.

The long-standing research partners are the Khakass Republican branch of the All-Russian public organisation "Russian Geographical Society" and other scientific organisations. The research materials collected during the monitoring constitute a unique and regularly updated scientific database of natural areas of the northern regions of Russia. This work enables En+ Group to assess the state of populations of rare and endangered animal species and develop recommendations for their preservation and restoration.

SNOW LEOPARD CONSERVATION

The snow leopard, or irbis, is a rare species of large feline that lives in harsh alpine conditions. It is on the Red List of the International Union for Conservation of Nature (IUCN).

As part of the project, to promote the study and preservation of rare species of animals in the transboundary areas of specially protected natural areas of the Altai-Sayan Ecoregion, RUSAL carries out long-term monitoring of the population and habitats of the snow leopard with the involvement of the scientific community of the region.

Permanent monitoring of snow leopards translocation made it possible to determine the size and spatial structure of the predator group to successfully coordinate operational and security measures.

The results of the multi-year analysis show that poaching is the major risk factor and the reason for a decline in the population of the snow leopard.

Power segment

LAKE BAIKAL WATER LEVEL MANAGEMENT

The Company consistently continues to support the decision-makers with scientific findings on balancing the economic, social and environmental aspects associated with the establishment of dispatch rules for the operation of the Angara-Yenisei HPP cascade. In 2021, En+ Group jointly with the Institute of Water Problems of the Russian Academy of Sciences performed a calculation of the natural (restored) water levels in Lake Baikal for the period from 1903/04 to 2019/20.

One of the most important deliverables of the study consisted in the development of the "Green" version of the operation dispatch rules for managing the water regime of the Irkutsk reservoir and Lake Baikal. The "Green" version is based on the following idea: to minimise the impact of anthropogenic level control of Lake Baikal, it is necessary to arrange the control so that the lake level could replicate its natural behaviour as accurately as possible. The natural (restored) level of Lake Baikal for specific inflow conditions is determined by simulation modelling.

The new dispatch rules for the lake were proposed on the basis of this approach. At the same time, the needs of water users are still being met and the energy parameters of the HPP cascade are generally being maintained.

In 2021, the results of the above-mentioned scientific research were forwarded to the Ministry of Natural Resources and Environment of the Russian Federation and the Federal Agency of Water Resources in order to be considered in the decision-making process.

ENVIRONMENTAL MONITORING

In order to assess environmental risks, predict and make further decisions, it is necessary to have an understanding of the actual environmental situation on Lake Baikal. Group's research is aimed at identifying and studying the main threats to the lake's ecosystems.

Starting from 2019, En+ Group has been supporting an independent scientific expedition for the Lake Baikal environmental monitoring. In 2021, the number of participants was significantly extended. Scientists from seven leading Russian scientific and academic institutions took part in the expedition. During the reporting period, the research was carried out in the fields of ecology, geophysics, molecular biology and genetics, hydrochemistry and hydrobiology.

The purpose of these comprehensive studies is to obtain data on the current environmental status of Lake Baikal and the Selenga and Angara Rivers, identify the existing threats to the ecological well-being of the lake and assess their potential sources.

Scientists focused their attention on areas with increased anthropogenic load as well as on the Selenga River, the main tributary of Lake Baikal.

The main results of the monitoring were the identification of the main modern threats to the coastal ecosystem of Lake Baikal:

- inflow of elevated concentrations of phosphorus-containing compounds and heavy metals with the waters of the Selenga River;
- covert inflow of nitrogen-containing substances with groundwater into the Baikal waters in settlement areas;
- plastic and microplastic pollution of Lake Baikal;
- supply of organic compounds from the territory of the watershed through surface and ground runoff.

En+ continues to work on the annual monitoring of the environmental situation in order to develop comprehensive measures to reduce risks for the coastal ecosystems.

AREAS OF FOCUS

Power segment continuation

BAIKAL SEAL

The Baikal seal is an endemic and only mammal of the fauna of Lake Baikal. In the Baikal ecosystem, the seal is at the top of the trophic chain, and the state of the seal population allows us to draw conclusions about the quality of the natural habitat – that is, the Baikal ecosystem as a whole.

En+ Group supports annual long-term monitoring of the modern Baikal seal population conducted by the Institute of Ecology and Evolution named after. A.N. Severtsov of the Russian Academy of Sciences under the specific scientific 2019–2025 research programme developed by the institute. Scientists from the All-Russian Research Institute of Fisheries and Oceanography and the Federal Research Centre for Fundamental and Translational Medicine also take part in annual expeditions.

The objectives of the scientific monitoring programme are to study the current state of the Baikal seal population and create a scientific basis for ensuring the effective conservation of the biodiversity of Lake Baikal.

During the period from 26 July to 17 August 2021, the following field surveys of the Baikal seal were carried out in the Ushkany Islands archipelago where in the summertime the seal arranges the largest haul-outs in Central Baikal:

- visual observations: 42 visual counts with a maximum number of 303 seals per count (weather conditions, gender, age and health of animals noted during the counts);
- aerial observation with a drone: 26 videos with a total duration of 161 minutes;
- satellite tagging: 17 satellite transmitters installed for 17 animals;
- collecting biological samples: virological, toxicological, serological and hormonal studies carried out on the base of 271 samples.

The data collected and integrated with the results of the Baikal environmental monitoring allows the scientists to formulate the key findings on the seal population trends and ecosystem status.

WATER INHABITANTS

GRI 103-3, 103-3

Since 2014, En+ Group has been successfully working on the artificial restoration of aquatic biological resources endemic to the rivers of Eastern Siberia. The activities are included in the annual plan for the artificial reproduction of aquatic biological resources of the Angara-Baikal Territorial Administration of the Federal Agency for Fisheries. As in the previous seven years of the implementation of these measures, the types of fish for breeding were selected on the basis of research by scientific institutions administered by the Federal Fisheries Agency. Overall, the Group's production facilities released over 10,100 Siberian sturgeon fry, 12,645 grayling fry and around 282,000 peled (northern whitefish) in the Yenisei, Chikoy and Belaya Rivers, and in Bratsk Reservoir on the Angara River. The Group has already invested over RUB 4.3 million in the conservation of fish resources and released over 1.5 million fry into the reservoirs of the Angara region.

BIODIVERSITY IN THE AREA OF IRKUTSK HPP INFLUENCE

In the framework of Assessment of social and environmental problems of the Baikal natural territory, the optional assessment of state of biological diversity in the area of influence of Irkutsk HPP was held by project experts.

Irkutsk HPP's area of influence on the environment is located inside the boundaries of Baikal natural territory and thus encircles the part of unique Baikal ecosystem.

The major impacts of Irkutsk HPP are related to hydraulic regime of riches, and coastal and litoral ecosystems appears as recipients of that impacts.

The enlarged analysis of the current state of biodiversity in the area of influence was carried out, and a number of flora and fauna species were marked as potential indicator-species.

These data will compose the basis for future Irkutsk HPP biodiversity conservation programme.

AVIFAUNA

Since 2021, En+ Group has been implementing its project to assess, monitor and minimise the impact of Irkutsk HPP on the waterbirds' nesting sites. The section of the Angara downstream from Irkutsk HPP to the Bratsk reservoir ranks among the most attractive habitats and nesting areas for near-water birds: tern, grey duck, little plover, gull, sandpiper, etc. This very section of the Angara River has stopped freezing every winter since 1957 when Irkutsk HPP was built. These conditions appeared comfortable for some birds, and they started wintering here. Now downstream of Irkutsk HPP is part of the key ornithological territory "Source and upper stream of Angara".

In 2020, there was carried out a scientific research on a set of avifauna species living downstream of Irkutsk HPP and their nesting conditions.

To mitigate potential impacts on the nesting birds, En+ Group started funding a science-based intervention project in 2021 to also reduce the populations' dependence on water level fluctuations.

In the course of the study, there were selected four bird species most affected by water level fluctuations. These are the black-headed gull, common tern, mallard and grey duck. The results showed that the species were well adapted to water level fluctuations due to the creation of repeated clutches and changes in the timing of reproduction.

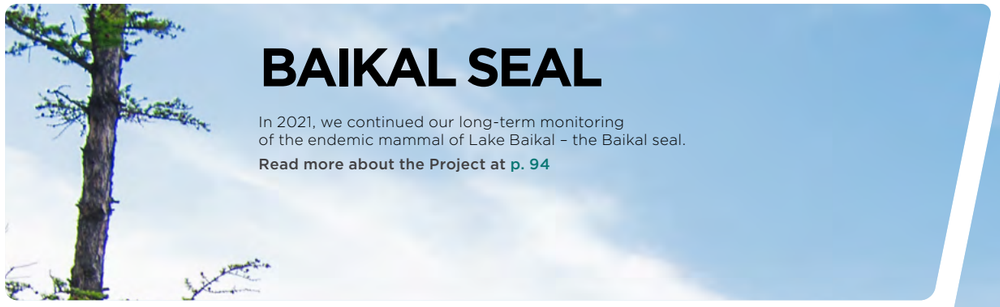
It is noted that under natural conditions the number of some species of terns is currently reduced due to the flooding of their nesting sites with floodwaters.

One of the main results of the study was a number of proposals on measures to reduce the negative impacts on model bird species from water level fluctuations. According to a set of environmental, technical and legal criteria, the option of creating an artificial floating island was recognised as the most effective.

AREAS OF FOCUS

Baikal

The Baikal natural territory is one of the most significant ecological systems located within the borders of the Russian Federation, where the most acute issue is the sustainable development of the territory to preserve the integrity of natural landscapes and ecosystems, create comfortable living conditions for the local population and support eco-friendly tourist infrastructure. We clearly understand the interdependence between our Power business and Lake Baikal. Our HPPs depend on the renewable energy source the lake provides, and the Baikal water level depends on Irkutsk HPP operation.



BAIKAL SEAL

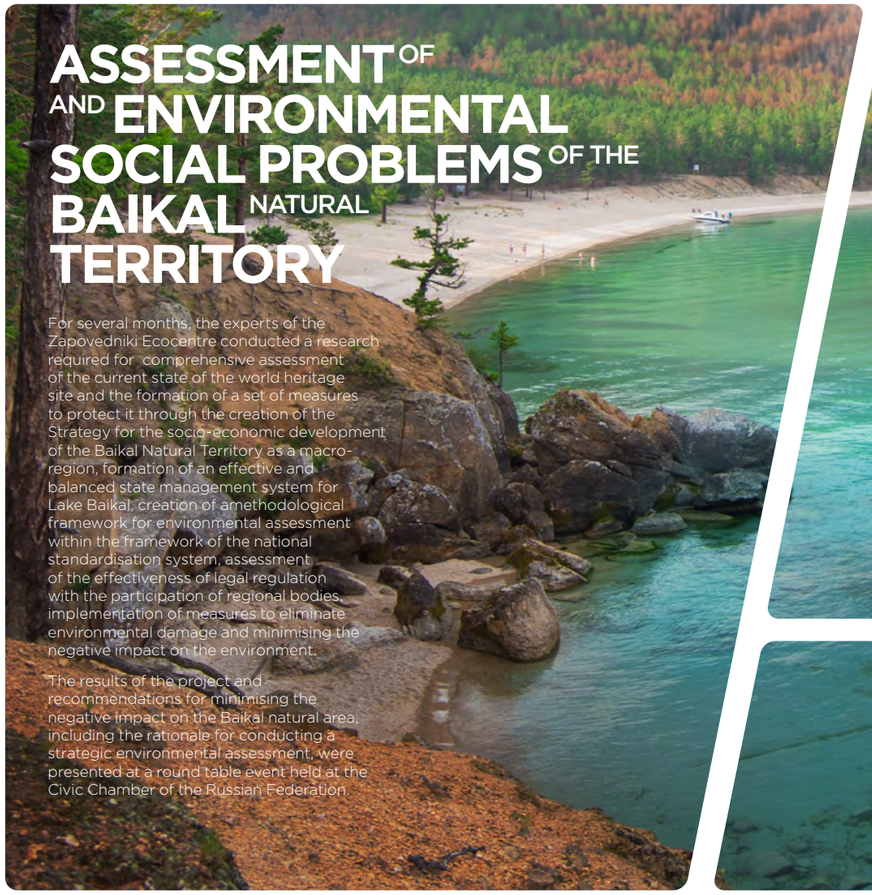
In 2021, we continued our long-term monitoring of the endemic mammal of Lake Baikal – the Baikal seal.

Read more about the Project at p. 94

ENVIRONMENTAL MONITORING

Since 2019, En+ Group has been supporting an independent scientific expedition for ecological monitoring of Lake Baikal that brings together scientists from seven leading scientific and academic institutions in Russia.

Read more about the Project at p. 93



ASSESSMENT OF AND ENVIRONMENTAL SOCIAL PROBLEMS OF THE BAIKAL NATURAL TERRITORY

For several months, the experts of the Zapovedniki Ecocentre conducted a research required for comprehensive assessment of the current state of the world heritage site and the formation of a set of measures to protect it through the creation of the Strategy for the socio-economic development of the Baikal Natural Territory as a macro-region, formation of an effective and balanced state management system for Lake Baikal, creation of amethodological framework for environmental assessment within the framework of the national standardisation system, assessment of the effectiveness of legal regulation with the participation of regional bodies, implementation of measures to eliminate environmental damage and minimising the negative impact on the environment.

The results of the project and recommendations for minimising the negative impact on the Baikal natural area, including the rationale for conducting a strategic environmental assessment, were presented at a round table event held at the Civic Chamber of the Russian Federation.

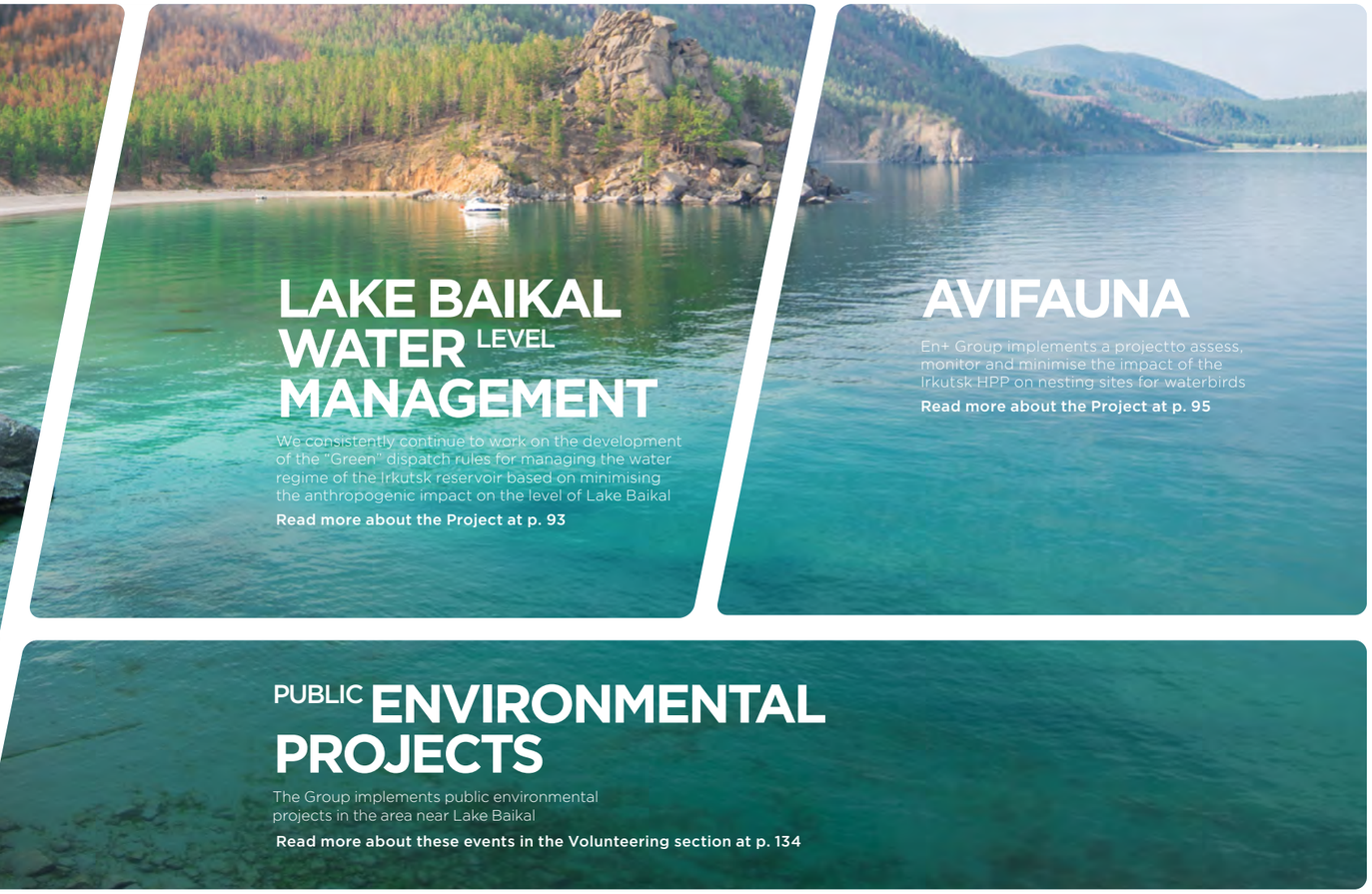
PARTICIPATION IN SOCIAL EVENTS

En+ takes part in public events for interaction in matters of social and environmental problems of Lake Baikal.

En+ Group took part in the round table "Actual issues of regulation of the level of Lake Baikal" at the site of the Scientific Council of the SB RAS on the problems of Lake Baikal. The gathered experts discussed the issue of regulating the level of Lake Baikal and came to the conclusion that the key issue in the development of a strategic environmental assessment of the management of the Baikal natural area is to improve the management of the water resources of the lake basin in order to protect and preserve the World Heritage site.

Baikal University hosted a round table "Investigation of the state of the avifauna downstream of the Irkutsk HPP", which was attended by well-known Irkutsk ecologists, ornithologists, economists and representatives of En + Group to consider the preliminary results of scientific work on the study of the state of the avifauna in the downstream of the Irkutsk HPP, carried out by Baikal State University with the support of En+ Group.

In 2021, En+ took part in the Shapkhaev hearings held in Irkutsk with the support of the WWF. The purpose of participation was to raise a dialogue between the public and business to solve environmental problems.



LAKE BAIKAL WATER LEVEL MANAGEMENT

We consistently continue to work on the development of the "Green" dispatch rules for managing the water regime of the Irkutsk reservoir based on minimising the anthropogenic impact on the level of Lake Baikal

Read more about the Project at p. 93

AVIFAUNA

En+ Group implements a projectto assess, monitor and minimise the impact of the Irkutsk HPP on nesting sites for waterbirds

Read more about the Project at p. 95

PUBLIC ENVIRONMENTAL PROJECTS

The Group implements public environmental projects in the area near Lake Baikal

Read more about these events in the Volunteering section at p. 134

Land rehabilitation and reclamation

The specific nature of the Group's activities involves the disturbance of the natural land cover, which entails the reduction of habitats for biological species. Therefore, one of the directions of the Company's environmental activities is in charge of restoration of the disturbed lands.

The activities in this field are carried out by the Group's professionals after decommissioning of wastes disposal facilities and completion of the open-pit mining operations. En+ Group operates in line with approved rehabilitation plans that consider potential risks applicable to a specific facility, the amount of work and resources required. All data on the reclamation carried out by En+ Group is made public and confirmed by municipal and regional authorities.

The works include the following aspects:
- reclamation of the disturbed terrain and soil upon the completion of open-cut mining;
- restoration of waste disposal facilities, such as ash dumps and landfills;
- recultivation of the contaminated lands and disturbed terrain.

En+ Group applies different types of reclamation depending on the initial use of the land. Forest areas, in accordance with forest development projects, are recultivated for forestry. Agricultural lands are determined depending on the current needs of land users: for agricultural land, forest plantations, water bodies, etc.

Subsequent monitoring is carried out only in areas where forest ecosystems have been reclaimed. For seven years, until the tree crowns close, En+ Group undertakes to replant dead tree seedlings, mow the area from weeds, and allocate firebreaks.

Increasing the volume of reforestation is one of the most important tasks facing companies whose activities are related to changes in land and vegetation cover. In this regard, reforestation is of particular importance for En+ Group as for a company carrying out one of its activities in the mining industry.

Total area of disturbed and restored land in 2021 GRI 304-3

	Total area of land disturbed as a result of open pit mining but not reclaimed as of 01.01.2021	Total land area disturbed by open pit mining during 2021	Total area of land reclaimed during 2021	Total area of land disturbed as a result of open pit mining but not reclaimed, as of 31.12.2021
Metals segment	10,295	245	107	10,433
Power segment	11,760	214	60	11,914
En+ Group	22,055	459	167	22,347

GREEN MILLION

In 2019, En+ initiated the first large-scale forest conservation project in Russia, the Green Million, carried out in two regions of the Company's presence, the Irkutsk Region and the Krasnoyarsk Territory.

Green Million consists of three components: reforestation, where already over 1.1 million trees have been planted in the regions of presence; preservation through aerial fire protection; volunteer initiatives focused on smaller scale greening of public spaces.

Outcomes of the Project 2021:
- the Group planted additional 500 trees in the city of Krasnoyarsk;
- in the Nizhny-Yeniseisky forestry of the Krasnoyarsk Territory, the Company continued the annual aerial forest fire protection of over 505,000 hectares;
- En+ Group representatives together with local volunteers and university students planted trees on the occasion of the 360th anniversary of Irkutsk.

In addition to the reforestation efforts, the Company finances agrotechnical care and fire protection.

EM-MM-160a.2

En+ Group cares not only about the integrity of the land cover, but also about its quality characteristics. Changes in the chemical composition of the soil cover can lead to the degradation of the vegetation cover over vast areas and, as a result, the loss of food supply for some biological species. The production facilities of the Metals and Power segments do not have acid effluents. The appearance of acidic waters is not typical for the developed nepheline and bauxite deposits since these deposits do not contain sulphide-bearing rocks.

Metals segment

The key aspects of the Metals segment's approach to environmental sustainability are lands rehabilitation and disturbed land restoration once its operations are completed. Based on the RUSAL's Operational Policy for Decommissioning Assets and Restoring the Environment: Requirements for Organising Work and Assessing Obligations, the Company operates in alignment with:
- uniform corporate approaches and requirements concerning the restoration of disturbed lands;
- unified rules to assess obligations to decommission facilities and rehabilitate the environment in the area surrounding the assets.

The Metals segment conducts land restoration upon the completion of mining activities. This approach is especially required when lands are disturbed with waste disposal. Therefore, the Company is taking steps to fulfil 100% of the obligations for the reclamation of disturbed lands and waste disposal facilities that are not suitable for further operation by 2030.

In 2021, 107.64 hectares were reclaimed under quarries and dumps at the production sites of Compagnie des bauxites de Kindia (CBK), Windalco, Dian-Dian (Cobad).

In 2021, AGK and Oginish continued greening the slopes and berms of the sludge fields. In addition, AGK has completed the landscaping of adjacent territories with an area of 10.59 hectares.

In addition to land reclamation, in accordance with national legislation, the Companies carry out compensatory reforestation. In 2021, Timan Bauxite planted 3.5 million Scotch pine seedlings on an area of 179 hectares.

Power segment

The main causes of land disturbance in the Power segment are coal mining and tailings operations. The coal business segment carries out land rehabilitation following the completion of coal mining activities.

In 2021, according to the Reforestation Project, compensatory reforestation activities were carried out on the territory of the Tulunsky district by planting 2–3-year-old Scotch pine seedlings with an open root system on an area of 36.6 hectares. Monitoring of the state of forest systems in this area will be carried out for seven years: the first four years – annual single weeding, then – based on the results of the survey, with an annual renewal of firebreaks.

AREAS OF FOCUS

SOCIAL

HEALTH AND SAFETY

Health, Occupational, Industrial and Fire Safety Policy

Key highlights[2]

0.16
Lost time injury frequency rate (LTIFR)[1]

more than 5,000
employees trained
22% reduction in minor injuries (from 113 in 2020 to 88 in 2021)

4
safety culture audits conducted

22%
reduction in minor injuries (from 113 in 2020 to 88 in 2021)

Status of goals set in 2020

Goals for 2021	Status	Comments
1 ACHIEVE ZERO WORK-RELATED FATALITIES	Not achieved	• the Power segment suffered one fatality in 2021 • eight fatalities have been recorded at the facilities of the Metals segment
2 REDUCE LTIFR	Completed	• in 2021, En+ Group managed to reduce its LTIFR from 0.21 to 0.16
3 ENHANCE THE OHS MANAGEMENT SYSTEM GUIDED BY INTERNATIONAL BEST PRACTICES	Completed	• the Group engaged our contractors into the corporate health and safety framework • the Metals segment continued to perform safety culture audits • see our key initiatives realised in 2021 below, in the HSE culture chapter

Material topics

- Health and safety

Management approach

GRI 103-1

Safety is our core value and at the heart of performance across En+ Group. We value our employees and contractors and appreciate their contribution to the Group's business, which is why we proclaim safety of operations as our highest priority. Being one of the leading energy and metals companies in Russia, En+ Group is aware of the nature and degree of impacts of its activities and feels it obliged to create and maintain a safe working environment for employees, contractors, and partners, chasing the target of zero injuries. We perfectly understand that we achieve nothing if we do not do it safely.

GRI 103-2

The Group takes a proactive and structured approach to managing health and safety (H&S), focusing on the ongoing improvement of the corporate health and safety management system, built on the best global practices and development of corporate safety culture. Health and safety issues permeate every business process, every single operation at every production facility.

To achieve the strategic goal of zero harm, the Group concentrates efforts on safety, moves to a more predictive safety model using evidence-based data analysis, and the development of competencies of our employees and "safety first" thinking. We capture key lessons from across our operations in order to make our procedures safer, reduce and eliminate activities that have the risk of injury and damage. We record all incidents as well as near-miss cases and timely implement all corrective actions required. By collecting and processing appropriate data and tracking our H&S indicators, we are searching for opportunities to improve our safety performance.

All En+ Group activities are underpinned by the following H&S inviolable principles:

- life and health are more important than production results and economic indicators
- any incident can and must be are prevented
- work must not start if it cannot be safely executed
- the safety agenda should be fully integrated into all business and production operations from daily routine
- an unwavering commitment to comply with the OHS legislation, and, where possible, be best in class should be met
- each employee (must have) has the appropriate skills and knowledge to work safely
- safe behaviour must be supported and motivateduk
- suppliers and contractors must follow our safety requirements

Contractor health and safety management

En+ Group understands that engaging contractors in the H&S processes and in OHSMS is crucial to provide an overall high level of safety, especially given that some recordable cases of injuries involve contractors' employees. The commitment to achieve the strategic goal of zero fatalities obliges the Group to carefully analyse the level of occupational health and safety in contractor organisations. Thus, En+ Group is committed to working only with approved and robust contractors who meet all respective legislative requirements and hold all necessary licences, certificates, and work permits.

In 2021, the Group has developed contractor injury data collection and reporting process and systematised treaty requirements in terms of health and safety. Group's line managers were placed in charge of organising H&S data collection, and representatives of H&S functions were appointed responsible executors. Based on the interim results of 2021, a selective review of H&S data collection and consolidation processes was carried out, which made it possible to adjust data collection procedures.

All contractors perform their work in accordance with the standard contractor agreement that has been fully revised in 2021, and the Agreement on the Respect for occupational health, fire and industrial safety by contractor was developed. The Agreement includes a wide list of requirements for contractors, their duties, responsibilities, the list of violations and relevant penalties.

The monitoring of compliance with all H&S requirements is imposed on special managers that are En+ Group employees that supervise the contractor's actions and monitor their health and safety performance.

Every contractor receives an onboarding safety briefing where they are additionally introduced to the corporate safety requirements, potential risks and exposures, required PPE and discuss other aspects of the job as well as task specific training on an as-needed basis.

OHS management system

GRI 403-8

The corporate Health, Occupational, Industrial and Fire Safety Policy being a key corporate document that determines preliminary health and safety protection principles at En+ Group states, "The Group adheres to the zero-injury concept, considering it an indisputable fact that any accident harmful to life and health can be prevented, where the cause is not a natural disaster." The basis for the realisation of this key provision is the Occupational health and safety management system (OHSMS) that has been developed to ensure the safety of our employees and to always protect their health and well-being. All elements of OHSMS are mandatory and integrated into all the Group's operations. The management system covers 100% of En+ Group employees.

GRI 403-1

The Occupational health and safety management system is designed in accordance with OHSAS18001:2007 and ISO 45001:2018, which serves as the basis for the Group's internal safety rules, regulations, procedures, and practices. In 2021, a verification audit of OHSMS at LLC EuroSibEnergo-Hydrogeneration was carried out that showed full compliance with ISO 45001 requirements.

1. Per 200,000 hours worked.
2. Hereinafter in the section "Health and safety" the injuries data represent cases registered by the CompanyHereinafter in the section for work-related injuries and occupational diseases "Health and Safety" KRAMZ and SMR are included in data of the Metals segment..

AREAS OF FOCUS

GRI 403-4

An effective management system requires proactive commitment, accountability, and continuous reinforcement from all levels of management, including the En+ Group's Board of Directors. To foster our safety leadership and culture the HSE Committee of the Board of Directors that was established in 2019 and four members of the HSE Committee meet on a quarterly basis. The remit of this deliberative body involves considering all strategic H&S issues and preliminary consideration of the issues concerning to proper operation of OHSMS. The functions of the HSE Committee, among others, include:

- analysis of leading international research and best practices in the area of health and safety
- preparing recommendations to the Board on formulating strategies, policies and setting the tasks in the area of health and safety
- monitoring and analysis of the corporate H&S documentation and preparing recommendations to update
- considering the Group's performance in the area of health, safety
- considering serious incidents and other H&S violations, analysis of their root causes, preparing recommendations to the Board for the development of a plan of corrective actions and/or application of sanctions
- benchmarking the Group's operating results in the area of occupational safety and environment against best global practices and considering the results of such analysis

In 2019, H&S Directorate was established within H&S organisational structure with the remit to coordinate the facility's H&S departments and enhance the OHSMS.

In order to provide the informational exchange among the employees of the Group, the corporate Health and Safety resource was organised.

En+ Group requires all workers and managers to not conceal or misrepresent the circumstances of H&S violations as the people's lives are at stake. With the purpose of engaging our leaders in H&S processes and making our system more transparent, a number of KPIs in terms of health and safety have been introduced at En+ Group. Following the best practices, our KPI system includes lagging KPIs as well as leading KPIs for different positions in order to avoid concerns about annual performance indicators compliance.

In 2021, due to amendments made to the H&S legislation within regulatory guidelines, En+ Group updated many internal safety rules, regulations and standards that form the whole OHSMS, including those related to working at height, operation of power units, handling operations etc. During the reporting period, 14 internal documents in the field of health and safety were adopted at the Group level, nine of them were implemented for the first time, and five other documents were revised.

The Power segment updated its strategic action plan for 2021–2023 according to the results of an external audit by Exelum. Furthermore, in 2021, the Metals segment developed a Strategic Plan for development in the field of health and safety until 2030, which defined goals, new approaches and work streams in terms of H&S management, fire and industrial safety. This Plan targets reducing the level of injuries and eliminating accidents and injuries and all the facilities of the Metals segment.

Read more about our corporate OHS management system in the Sustainability Reports of En+ Group for 2018, 2019 and 2020: www.enplusgroup.com/en/sustainability/downloads/

HSE Culture

The reactive measurement of incident statistics has very little predictive value towards future safety performance. It does not show particular weaknesses and does not provide any information on the general view in terms of safety on site. Hence, there is a potential for a serious incident in the future.

En+ Group is confident that safety is a responsibility shared by all employees and all managers. We do believe that every single person can contribute to the Group's safety performance. Building a strong safety culture is a matter of leading oneself and others in the right direction, as safety is essentially rooted in each person's behaviours. Hence, En+ Group strives to create a proactive, strong, and reliable safety culture, instilling and aligning good safety behaviours.

The basic principles and approaches for fostering a safety culture are stipulated in the "Health, Occupational, Industrial and Fire Safety Policy", proclaiming general safety principles, commitments and each manager's responsibility.

GRI 403-2

The Policy also stipulates the work suspension regulation that not simply enables but obliges employees to intervene and put a stop to work that appears unsafe. The Group regularly conduct awareness campaigns on using this authority appropriately. Special posters with a direct telephone number of the top management were placed at all production sites. No employee should suffer retribution or negative feedback for using their work suspension authority. The CEO of the Group guarantees that no further persecutions will be performed with regard to employees who refused the work. All cases of self-suspension are carefully analysed in order to avoid similar cases in future and considered on a monthly basis within the OHSMS assessment.

GRI 403-2

The internal investigation process has also been established by the Group. The process seeks to determine the root causes of incidents through in-depth analyses of the risks, using the whole range of advanced methods. The process is regulated by the Regulation for the Reporting, Investigation and Analysis of Occupational Safety Incidents that was introduced in 2019 and updated annually. This process covers all fatal cases and injuries with loss of working capacity as a requirement of domestic legislation, as well as near-miss cases that could potentially lead to the injury or fatality. Our hazard, incident and near-miss reporting channels are designed to ensure that issues are reported and investigated in a consistent and effective manner.

Six channels of communication are available for En+ Group employees, including anonymous ones:

- Commission on labour disputes
- Incident warning system for executives
- monthly H&S meetings
- H&S Commission
- hotlines
- Problem-Solving Boards

The Group continued to implement the practice of behavioural safety audits. This tool is based on observations of the employee's actions during the performance of their duties, the estimated performance of their actions and a following conversation between the employee and the auditor. The behavioural safety audit reflects the consideration of the human factor within the risk-oriented approach conception. Several facilities of the Group developed a regulation on performing behavioural safety audits. In 2021, following careful consideration of the audit's results, it was decided to develop a unified methodology for conducting behavioural safety audits at the Group level and implement this tool on a systematic basis.

We look out for each other. We strive to keep each other safe. This commitment is underpinned by our Cardinal and Basic Safety Rules, which remind us that safety is in the details. The Cardinal Safety Rules summarise the mandatory requirements for safety in the workplace. They are aimed at field personnel – employees or contractors working at En+ Group-operated sites who carry out or are responsible for the production process. The Basic Safety Rules are aimed at ensuring collective safety and avoiding situations associated with the H&S risks that arise from the dangerous actions of violators.

AREAS OF FOCUS

Basic Safety Rules

Employees	Managers
I am always sober while on duty. I do not carry alcohol, drugs or toxic substances and don't use them	
I always fully and reliably report all information about incidents that I'm aware of	
I never let myself and my colleagues: • perform hazardous work without a work permit and actual admission to work • arbitrarily turn on / connect equipment • perform repairs and maintenance of equipment without shutdowns, and the implementation of technical measures, preventing erroneous or spontaneous switching on • arbitrarily remove / switch off protective locks, posters, portable grounding, fences	I do not start hazardous works: • without a work permit • without the appropriate qualifications of the staff • without a permit carried out at the work site • without the necessary PPE
I operate machinery and vehicles only if I have the appropriate permission	I always stop work that poses a risk to employee's health and safety

Cardinal Safety Rules

Managers and employees	
I always work wearing/using appropriate private protective equipment (PPE) • I proceed with switching and repair of electrical equipment only in complete arc flash PPE • I always use safety devices when working at heights (at a distance less than 2 metres from an unsecured vertical drop of 1.8 metres height or greater) • I always wear a safety helmet securely fastened with a chin strap in the areas where a safety helmet is mandatory	Working with lifting equipment I use only proper strapping and cargo sling schemes. I keep away from possible drop zone of a load
I never change my work assignment without permission, I do not expand the work area. I am in no hurry and do not violate the technology of work	I always wear a seatbelt in a vehicle
I do not enter designated hazardous areas without permission	I use only established traffic routes. I cross the road and railway tracks in a specially designated/equipped pedestrian crossings

100%
of En+ Group employees are covered by H&S management system

GRI 403-7

Projects are underway to introduce leadership tools and to involve personnel at all levels in conscious and active efforts to improve safety and develop strong beliefs and behavioural patterns in employees. In 2021, the Group managed to realise several new initiatives targeted at safety culture development and ensuring the health and safety of our employees and continued to implement those launched in previous years (see table below).

Metals segment	
Transition to international standard	The production safety management system in the Metals segment was transitioned from the OHSAS 18001: 2007 standard to the international ISO 45001: 2018 standard, as confirmed by the DNV GL certificate (international accredited registrar and classification society)
Introduction of an automated information system	In 2021, the Metals segment began the introduction of the automated information system "Safety of production activities – RUSAL" at two enterprises: Krasnoyarsk (KrAZ) and Achinsk (AGK)
Remote control overhead cranes	The Metals segment project launched in 2019 continues to equip overhead trailing cranes with remote control systems
Reducing the physical exertion of the employees of the electrolysis shop	The Metals segment realised a project to reduce the physical exertion levels for electrolysis shop workers
Look Around project	The number of potential hazards and near misses identified grew from year to year at the facilities of the Metals segment. These numbers are the result of the "Look Around" project implementation, which has proven its effectiveness over the two years of realisation. The Look Around programme covers several workstreams: behavioural safety audit targeted at dangerous actions identification performed by employees or contractors; sharing the key findings on the audit results and best safety practices and developing the system of positive motivation. As employees detect any potential hazards or shortcomings in operations, it submits all information to an electronic information system or fills out the special card and sends it to the officer in charge, who uploads observations into a database. Line managers of the production shop or production area where hazards or violations have been detected promptly eliminate them. In 2021, 1,312 employees were trained within the "Look Around" project in the Metals segment

Power segment	
Lifesaving rules	Basic and Cardinal safety rules were developed in 2020 to form a conscious attitude to safety based on an analysis of the causes of injury. A set of posters was designed to visualise separate rules. Visualisation of all Basic and Cardinal Safety Rules was completed, and posters were placed at production sites in 2021
Monthly HSE meetings	In 2021, managers continued to hold monthly H&S meetings via video conference calls, where directors of the production facilities reported on the results of their H&S efforts, discussed the findings of workplace audits, and shared experiences in health and safety improvements
Regulation of ongoing monitoring	To assess the OHSMS, the Group established a programme of ongoing monitoring of health and safety conditions. Under this regulation, the state of the OHSMS at production sites is regularly assessed in various key areas. The final review is announced by the executive of the production site at the monthly H&S meeting. Review components were revised following the monitoring findings analysis in 2021, including a substantial increase in the weight of assessment based on monitoring findings and KPI structure

AREAS OF FOCUS

Power segment	
Video recording of work permits	The Group's Power segment began to use video recording in 2019 to enhance safety of the most hazardous works. The list of operations to be recorded was extended in 2020, and later in 2021 a competition was held for the best video record of permits to carry out hazardous work and switching in electrical installations using portable video recorders
Problem solving board	In 2021, an accelerated procedure for solving H&S problems was introduced based on the deliverables of an analysis of the functioning of the regulation adopted in 2019, through involving top managers in solving problems spotted by employees, reviewing the results achieved and considering the issues which require a long time to be resolved at a monthly H&S meeting by the CEO of the Group's Power segment. Furthermore, in 2021, a training video was filmed with professional actors explaining in a plain language and a humorous and didactic manner how this tool is to be used
Uniform procedure for introductory H&S briefings for visitors	In 2021, a uniform procedure for introductory H&S briefings for visitors was introduced at all operating companies of the Group's Power segment. At briefings, visitors will learn about the priorities of the Group's H&S policy, an extract from the Basic and Cardinal safety rules relevant to visitors, existing risks, and the measures required for safe visits to the operating facilities
Workshop for the managers of the H&S departments	At the end of 2021, an offline three-day workshop was held for the managers of the H&S departments of the Group's Power segment in Irkutsk. The participants visited nine production facilities and made their proposals on enhancing occupational safety, and finally drafted a statement where they defined the main mission of the H&S departments and assumed advanced obligations for ensuring safety at work
Automatisation of essential H&S processes	In 2021, the pilot project was launched on the implementation of the Health and Safety informational system. This tool enables to automatise processes related to PPE provision, conduction of medical check-ups, a special assessment of working conditions, H&S trainings etc.

In 2021, the Metals segment continued to conduct safety culture audits among employees and contractors on its facilities. Safety culture audits have been conducted at four facilities: RUSAL Sayanogorsk, RUSAL Novokuznetsk (Novokuznetsk aluminium smelter), RUSAL Ural (Ural aluminium smelter), and RUSAL Sayanal. As part of the audits, more than 120 face-to-face interviews were conducted, and more than 670 employees were interviewed. The audit results showed that the overall safety culture is at Reactive level according to the Hudson safety culture ladder and the majority of employees are quite often unaware of their responsibility for providing safe working conditions. Appropriate corrective measures have been developed in order to foster our safety culture level instilling our employees with a sense of personal responsibility for their own safety and the safety of their colleagues.

OHS training

GRI 403-5

The Group pays special attention to improving the knowledge, skills and competencies of its employees and contractor personnel. A special procedure for conducting training has been developed at each Group's facility as one of the key OHSMS elements, describing the approach for education at the facility.

En+ Group is committed to meeting all regulatory requirements and to this end regularly provides all employees with all mandatory trainings prescribed by the law. All our employees and site visitors are obliged to undergo an introductory briefing and all relevant employees regularly receive initial, refresher, unscheduled, and ad hoc briefings as well as safety briefings for new joiners. All safety briefings and trainings are held in line with approved programmes. Moreover, some groups of workers are trained for first aid that may save someone's life in case of an incident. Personnel that operate and maintain hazardous production facilities must receive compulsory training on industrial safety at a specialised centre. Following legal requirements En+ Group regularly monitors and assesses employees' safety skills. All personnel, including line managers, undergo an examination on occupational health and safety at least once a year and industrial safety every three years.

2021 results:

- more than 5,000 employees undertook mandatory trainings regarding occupational health, industrial and fire safety, including those trained in external centres
- thirteen additional educational programmes were developed for the corporate safety culture online portal
- 315 employees of the Power segment were trained under these programmes

En+ Group regularly holds special trainings on targeted health and safety initiatives and programmes. We are eager to offer a wide list of voluntary educational programmes that are regularly revised and updated according to the incidents findings and weaknesses revealed.

Chasing the purpose of providing our employees with high-quality trainings and in-demand practical knowledge, we have established the Corporate University in the Power segment. For employees of the Metals segment, special trainings are available at the corporate Functional Academy.

Taking into account all the hard efforts made by the Company to foster the safety culture, the programmes of additional H&S trainings are also targeted at engaging employees in H&S processes and improving the behavioural model of the staff. In the Power segment, there are two programmes designed for employees and for line managers.

In 2021, the project on preparing H&S voluntary reserve was finalised. Seventeen specialists were trained from among H&S supervisors of the Power's segment facilities. During the training, 16 webinars on leadership, communication skills, teambuilding, and H&S management tools were carried out.

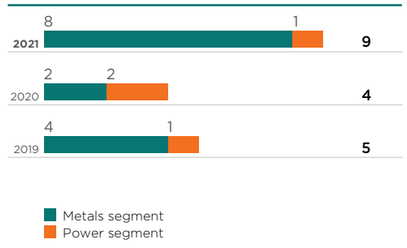
Health and safety performance

Fatalities

Despite all efforts made, 2021 claimed the lives of nine of our colleagues. Furthermore, five contractors lost their lives at the facilities of the Metals segment. En+ Group deeply regrets these unbearable losses. All our thoughts and prayers are with the families of our colleagues. En+ Group requires all incidents to be investigated and the root causes to be identified in order to learn all respective lessons and avoid tragedies in the future. The Group performs investigations in accordance with the Russian legislation and internal standards, making our operational activities and working conditions safer. The investigation process involves the total assessment of all potential risks: from technical failures to employee fatigue or emotional influences.

GRI 403-9

Work-related employee fatalities



AREAS OF FOCUS

Work-related injuries

GRI 403-9

En+ Group performs ongoing stringent monitoring of H&S performance by tracking key health and safety indicators, including the lost time injury frequency rate (LTIFR), with an eye to elaborate and implement all required mitigation measures and initiatives. The corporate LTIFR within the Group stood at 0.16, decreased by 24% from 0.21 in 2020.

Thus, the LTIFR of the Power segment stood at 0.14, showing a reduction to 30% among other things through successful prevention of group injury cases, detected in previous reporting periods. The LTIFR of the Metals segment showed a reduction to 0.17, which was 19% lower than the 2020 figure of 0.21.

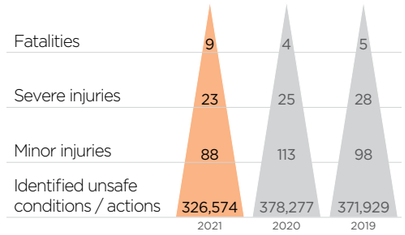
In 2021, grave injuries and cases involving a fatality were mainly caused by falling from a height, road accidents and due to impact of rotating and moving mechanisms and gears. The general injury performance has increased during the reporting period in terms of minor and severe injuries due to the range of factors.

During the reporting period, the Group started to collect and analyse H&S data and statistics on its contractor safety performance. All contractor organisations were covered by the new H&S process launched in April 2021. Line managers were appointed for organising data collection, and H&S officers were appointed as executives. The requirement to report any incident and man-hours worked is included in the standard contract form. In 2021, LTIFR of contractors in the Power segment was 0.

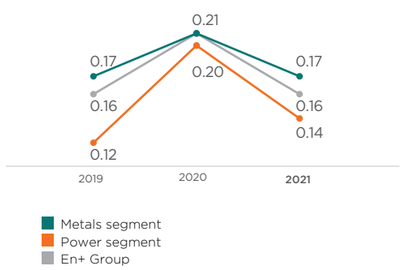
A total of 34 cases of contractors' injuries were recorded in 2021 at the facilities of the Metals segment, six of them were classified as grave injuries. The main causes of injuries were road accidents, falling from height, slipping and stumbling and exposure to moving and rotating parts of equipment and exposure to an electric current.

GRI 403-9

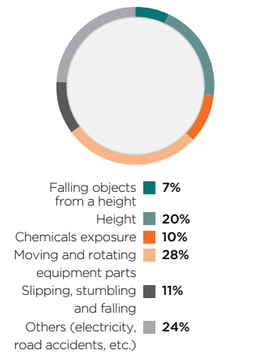
Work-related injuries



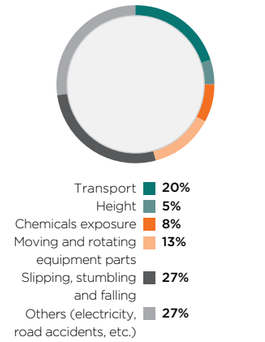
LTIFR[1]



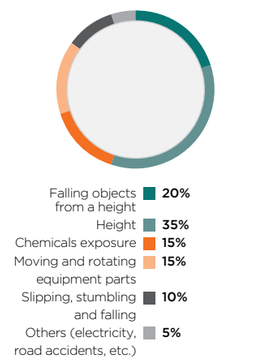
Main factors of work-related injuries in 2019 (%)



Main factors of work-related injuries in 2020 (%)



Main factors of work-related injuries in 2021 (%)



Health protection

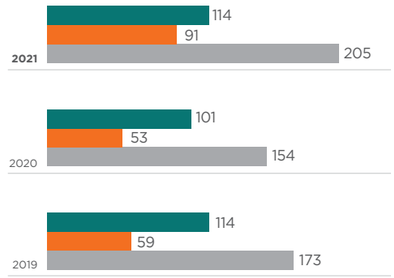
Performance results

In 2021, 205 cases of occupational diseases were recorded at En+ Group facilities, which was 33% higher than in 2020, which saw 154 cases. Most occupational diseases in the Power segment occurred in coal business. Based on the analysis of the situation, the Group's management initiated the development of additional measures to improve employee health and reduce the risk of occupational diseases. The structure of registered occupational diseases suffered no changes during the reporting period. The most common reported illness remains hearing disorders, chronic bronchitis due to high dust concentrations in the air at a worksite and vibrational diseases.

In accordance with domestic labour legislation the Group insures all its employees against work-related accidents and occupational diseases. All treatments of occupational diseases are covered by this insurance.

GRI 403-10

Employee occupational illness cases[1]



Medical treatment

GRI 403-3

En+ Group traditionally pays great attention to employee health protection. All employees of the Group are provided with a voluntary medical insurance policy or the opportunity to be assisted for free by corporate medical centres. All the Group's facilities have special medical posts to perform pre- and post-shift check-ups, and provide first aid and other medical assistance to employees.

The Company also covers expenses related to surgeries and other medical procedures if they are needed for an employee. All respective employees undergo annual medical check-ups prescribed by the domestic law before starting the work.

The Metals segment medical centre (RMC) provides employees, their families and the local communities with high-quality medical services. Fourteen branch offices of RMC are available in most regions of operation. All Metals segment facilities work with the Moscow Scientific and Research Institute of Occupational Medicine. Such in-depth medical check-ups make it possible to identify multiple occupational diseases for one employee in one go.

All the Metal's segment foreign facilities are also supported by local corporate medical centres. Medical services of the Metals segment are available at facilities in Guinea, Guyana, Nigeria, Ireland, and Jamaica.

The Power segment's employees are also supported by corporate local health centres, located in all regions of operations. The centres provide a wide range of medical services, including alcohol tests and preventive medical examinations.

Since the onset of the COVID-19 pandemic, all corporate medical centres became focused on fighting the pandemic and preventing its spread among employees. In 2021, the large-scale vaccination campaign against COVID-19 was organised at all the Group's facilities to prevent coronavirus from spreading. For prompt vaccination of employees, En+ Group signed a partnership programme with leading state medical centres. Immunisation, including revaccination, is also available in all corporate medical centres.

1. Per 200,000 hours worked.

3. Hereinafter in the section "Health and Safety" in the Metals segment cases of occupational illness identified in the post-contract period are not included.

AREAS OF FOCUS

All En+ Group facilities are fully prepared to respond to a range of emergencies caused by either natural disasters or technological activities

Emergency preparedness

In accordance with the respective Russian legislation requirements, the Action Plans for the Localisation and Liquidation of the Consequences of Accidents are developed and annually updated at all facilities. This Plan provides all required information about a facility's inherent risks and describes the measures to be performed to respond to an emergency. Some Group's facilities, located in the zones of inherent natural risks (floods, earthquakes, bushfires, etc.) are obliged to develop and regularly amend the Emergency Response Plan, which describes relevant measures targeted at minimising the consequences of these risks on local communities and En+ Group business in general.

In 2021, anti-flood commissions were established at relevant facilities of the Power segment in order to ensure business continuity by preventing flooding and avoiding collateral damage.

Also, due to the difficult forest fire situation in some regions of operation, a set of forest fire safety measures was implemented:

- unscheduled briefings have been carried out for our employees
- together with the corporate firefighters, all fire hydrants were checked for the release of water
- the territory of facilities and adjacent territories was cleaned from combustible waste, dry grass, garbage
- interaction between corporate firehouses and state emergency response brigades has been checked
- fire-fighting inventory storage posts in forest areas were checked and equipped with additional fire extinguishing equipment and additional water tanks
- financial and material resources to respond to emergencies were allocated

Regular theoretical and practical trainings and emergency drills, including those with local state emergency response teams, are regularly conducted at all En+ Group facilities. The Group performs in-depth analyses of the results of the practice drills in order to safeguard employees' health and life in case of emergency.

In 2021, LLC Baikal Energy Company and LLC EuroSibEnergo-Hydrogeneration took part in two All-Russia command post exercises dedicated to the implementation of civil defence measures in case of natural and man-made emergency in the territory of the Russian Federation and the development of effective measures on protection of settlements from forest fires and ensuring the accident-free passage of spring floods. Several command post drills on spring floods and forest fires protection were conducted at other facilities of the Group. During the exercises, the correctness of Emergency Response Plans and the sufficiency of emergency forces and means involved were confirmed.

Moreover, LLC EuroSibEnergo-Hydrogeneration operates its own Situational and Analytical Centre that enables to facilitate the process of decision making and timely response to any kind of emergency. The key document regulating all actions of this managerial body is a Regulation on the transmission of information about accidents and emergency situations. All urgent information regarding the accident or an emergency is sent to the centre using the "one-stop-shop" approach and then is transmitted to the management.

EMPLOYEES

Diversity and Equal Opportunities Policy, Policy on Human Rights, Corporate Code of Ethics

Key highlights

86%
of employees were covered by collective bargaining agreements (up from 87% in 2020)

27.3%
of the workforce were female (up from 27% in 2020)

93,189
employees at the end of 2021

Status of goals set in 2020

	Goals for 2021	*Status*	*Comments*
1	**ATTRACT AND RETAIN THE BEST TALENTS**	Completed	• The main staff has been retained • New employees were attracted through targeted training programmes in colleges and universities implemented by the Company
2	**ENSURE FAVOURABLE WORKING CONDITIONS** and a working environment conducive to the professional development of employees and the well-being of their families	Completed	• Continued implementation of the corporate housing programme • Social benefits have been preserved and implemented (provision of sanatorium and resort vouchers, children's recreation, sports support, social projects)
3	**COLLABORATE WITH TARGETED UNIVERSITIES** and colleges in all the regions where we operate	Completed	We have concluded agreements with professional educational institutions in the regions where the Power segment operates
4	**LAUNCH A SCHOLARSHIP PROGRAMME**	Completed	Project implementation is underway
5	**INSTALL DIGITAL SIMULATORS FOR HPP** operational personnel at all En+ Group's HPPs as part of the same programme: Krasnoyarsk, Bratsk, and Ust-Ilimsk HPPs	Completed	Simulators were installed
6	**CONTINUE THE PROJECT TO ENABLE GROUP EMPLOYEES** to attend a higher education course at INRTU	Completed	Project implementation is underway

Material topics

- Employees management and engagement
- Human rights
- Social and cultural diversity and equal opportunity

AREAS OF FOCUS

Management approach

GRI 103-1

Human capital is a key factor in the successful development of En+ Group. As we understand the advantages of a diverse team, we search for and hire employees from different backgrounds. Leveraging access to a broad range of opinions and expertise from our employees, we can improve business performance and better support local economies around the world.

We endeavour to strictly comply with labour laws and personnel management standards in Russia and other operating countries. Corporate codes, policies, and regulations form the foundation of the Group's approach to human resource management.

The corporate HR documents are available on the Company's website: www.enplusgroup.com/en/investors/corporate-documents/

HR-RELATED ISSUES IN THE MANAGEMENT STRUCTURE

BOARD OF DIRECTORS

- **REMUNERATION COMMITTEE**
  - Pre-examines issues related to establishing effective and transparent remuneration practices
  - Oversees implementation of the Remuneration Policy and motivation programmes
  - Supervises disclosure of information on the remuneration practices for members of the Board of Directors and the General Director
- **NOMINATION COMMITTEE**
  - Conducts the self-assessment procedure of the Board of Directors
  - Organises an external evaluation of the Board performance
  - Defines individual responsibilities of the Board members

GROUP MANAGEMENT

- **CHIEF PEOPLE OFFICER**
  Coordinates implementation of the human resource policy across the Company

BUSSINESS SEGMENTS

- **HR DIRECTOR OF THE METALS SEGMENT**
  Performs strategic HR management in the Metals segment
- **HR DIRECTOR OF THE POWER SEGMENT**
  Performs strategic HR management in the Power segment

PRODUCTION FACILITIES

- **HR UNITS OF EACH PRODUCTION FACILITY**
  Performs operational HR management at the enterprise level

GRI 103-3

The effectiveness and efficiency of the Group in the field of personnel management is assessed monthly, quarterly based on monthly or quarterly reports, and annually on the basis of KPIs.

By constantly improving the personnel management system, developing new social programmes for employees and their families, we contribute to the achievement of the UN Sustainable Development Goals.

We recognise and respect human rights

Respect for human rights is a fundamental value for En+ Group in ensuring its sustainable development. It is important for us to ensure safe and non-discriminatory working conditions, as well as to support the well-being of our employees.

We ensure the right of employees to safe working conditions and comply with relevant safety standards, healthcare standards, rules and internal regulations on health and safety for all employees of all facilities and business units of the Group.

En+ Group does not use or support the use by its business partners or anyone else any labour by workers below the permissible age stipulated by the national and international labour laws.

The Group exercises due diligence and prevention of the violation of human rights and freedoms, sexual harassment as well as discrimination based on nationality, ethnicity, gender, religious beliefs, or sexual orientation.

The Company complies with the national and international laws and the industry standards related to working time, non-working days and annual paid leaves.

Main corporate principles in respecting and protecting the rights of employees are established in the Policy on Human Rights which is based on compliance with the international principles in the field of human rights as stipulated in the Universal Declaration of Human Rights adopted by the United Nations General Assembly. This policy sets common approaches and requirements in the field of human rights and the Company's obligation to comply with its provisions.

The Company assesses human rights risks within its risk management system. Based on the data obtained, comprehensive checks and procedures are carried out with respect to human rights in the regions of the Company's activities.

The Policy on Human Rights is binding on:
- all corporate governance bodies of the Group, including the Board of Directors and its Committees
- all structural units and production entities of the Group

The Group expects that independent manufacturers and suppliers will adhere to these principles and encourages them to apply similar policies in human rights for their businesses

The Policy on Human Rights is available on the Company's website: www.enplusgroup.com/en/investors/corporate-documents/

IN 2021, THE GROUP IDENTIFIED

GRI 406-1
No incidents of discrimination

GRI 408-1
No incidents of child labour

GRI 409-1
No incidents of forced or compulsory labour

THE GROUP IS GUIDED BY

The Universal Declaration of Human Rights
The ILO Declaration on Fundamental Principles and Rights at Work
The UN Global Compact
The UN Guiding Principles on Business and Human Rights

Personnel structure

SASB EM-MM-000.B

Despite the global pandemic, En+ Group has retained its representative offices in 12 countries of presence, where it is currently one of the largest and most attractive employers. Currently, the Group employs about 93,189 people. However, the majority of the Group's employees live in Russia (89.2% of the total). Compared to 2020, there was an increase in the total number of employees by 2.2% in 2021.

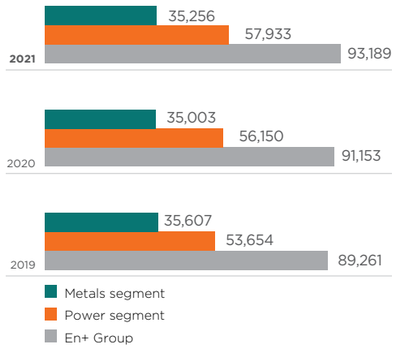
GRI 102-8

The majority of the Group's employees work full-time (in 2021 – 98.9%). In 2021, 93.7 (0.4 p.p. more than in 2020) of our employees work in permanent employment contracts.

GRI 102-7, 401-1

SASB EM-MM-000.B

Total number of employees at the end of the year, 2019–2021[1]



In 2021, we hired 15,047 employees, with women accounting 30.5% of new hires. Most of the employees in 2021 were in the age group from 30 to 50.

Read more on the new employees of En+ Group in Appendices at pp. 166-167

1. The total number of employees at the end of the year does not include external secondary job employees. Data was collected on the basis of HR data collection system. The figures for 2020 were recalculated owing to improvements in the methodology.The data does not include number of employees in Aluminium Rheinfelden enterprises in Germany acquired in April, 2021 by RUSAL. Total number of employees as of 31.12.2021 is 210.

Diversity, equal opportunities and inclusion

GRI 103-2

Creating equal opportunities for all employees and job seekers is an important tool for achieving the Group's strategic objectives and sustainable development goals. The Group provides equal opportunities in the process of hiring, remuneration, job evaluation and training. We strive to create a favourable working atmosphere, in which every employee would feel accepted, respected and heard.

GRI 103-2

The Group does not allow discrimination on the following grounds:

- age
- disability
- gender or gender identity
- sexual orientation
- ethnicity and nationality
- religion and beliefs
- marital status
- pregnancy and motherhood
- or other signs protected by law

We are confident that diversity and inclusivity are significant factors in achieving the Company's long-term development goals and the Diversity and Equal Opportunities Policy, adopted in 2021 at the Board level, will make it possible to implement this approach even more effectively. The purpose of the Policy is to establish an approach to promoting and ensuring diversity, creating conditions for effective work and ensuring equal opportunities for all employees of the Group.

Basic principles and application of the Policy:

- creating equal opportunities for all employees and job seekers
- recruitment and decision-making on internal appointments based on merit and achievements in compliance with applicable legislation, regulations and key interests of the Group
- making decisions on hiring employees and internal appointments in accordance with the procedures provided by the internal regulatory documents of the Group, depending on the current interests and goals of the Group and the potential contribution that candidates can make to ensure the achievement of these goals. This takes into account the provisions of the current legislation and other mandatory requirements applicable to the Group, including those related to the structure and composition of the staff

The Diversity and equal opportunities policy in Russian and English is publicly available on the Company's website: www.enplusgroup.com/en/investors/corporate-documents/

We always strive to ensure socio-cultural diversity and create an inclusive working environment. We make every effort to create equal employment opportunities, fair working conditions and encourage excellent work results. We create leaders of the future by developing the competencies and leadership qualities of our employees.

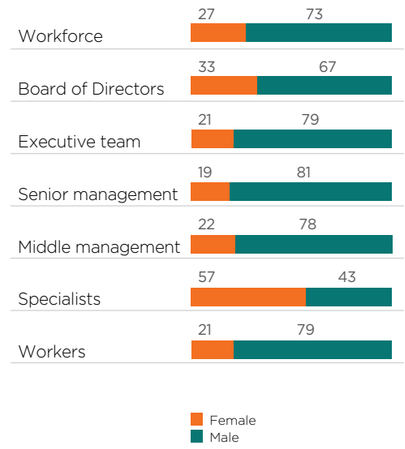
En+ Group complies with all legal requirements regarding employees with disabilities: compliance with the work and rest regime, the duration of annual and additional holidays, and equipping the workplace with additional means. The Company complies with the quotas established by law for employing people with disabilities. In 2021, 333 employees with disabilities worked in the Power segment. We also provide the opportunity to transfer and retrain employees who have received an occupational injury without reducing the level of remuneration.

En+Group is doing everything possible to create an inclusive and diverse working environment, while strictly complying with legal requirements that restrict women's access to dangerous types of work. Every year we set goals to improve the representation of women in the staff throughout the Group and in leadership positions. In addition, we are working to eliminate the causes of the gender pay gap within the Group and are implementing corrective measures to improve gender pay equality.

En+ Group considers the complete elimination of all forms of discrimination as a prerequisite for success. The share of women in the workforce is stable at about 27%, in the Board of Directors – about 33%. The proportion of women in the workforce already roughly corresponds to the natural level of our industry, but we continue to work to make the working environment more inclusive and diverse.

GRI 405-1

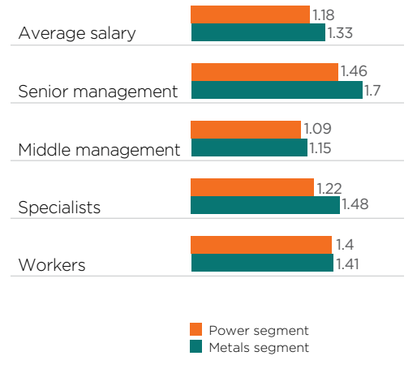
Gender diversity in En+ Group, 2021 (%)



In the reporting period, the ratio of the average basic salary of men and women at the Russian enterprises of the Company in the Power segment was 1.18 compared to 1.33 in the Metals segment. The pay difference is explained by the fact that in the countries of operation, especially in Russia and the CIS countries, the participation of women in especially hazardous production activities is restricted by law.

GRI 405-2

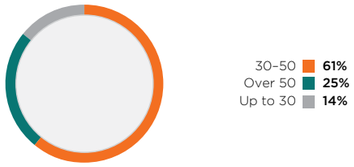
The ratio of the basic salary[1] of men to women at the Russian enterprises of the Company, 2021



1. The basic salary excludes any additional remuneration, such as payments for overtime or bonus.

In 2021, employees in the 30–50 age group accounted for over half of our personnel (61%), while employees aged over 50 accounted for 25% of the total, with 14% of our employees under 30.

Employees by age in 2021, %

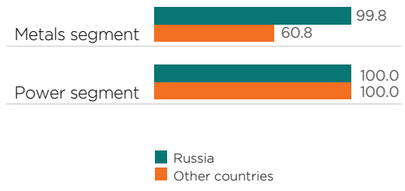


Read more on En+ Group personnel by age group in Appendices in Appendices at pp. 166-167

We support candidates from local communities with a particular focus on respect for the rights of indigenous people. The Company strives to hire staff from among local residents. We strictly adhere to the approach at our enterprises, according to which we give preference to the local population, and only if there are no people with the necessary knowledge and skills in the local labour market, then we attract candidates from other regions. This practice has been implemented at all levels of the Group's activities.

GRI 202-2

Share of senior managers recruited from the local population in Russia and other countries, 2021[1] (%)



Read more on the share of senior management from among the representatives of the local population in Russia and other En+ Group countries in Appendices at p. 165.

1. The geographical definition of 'local population' includes a country. Senior managers include the president, vice-presidents, directors of enterprises and production units and other functions, as well as their deputies.

Social protection programme

GRI 401-2

En+ Group operates a large-scale social security system designed to meet the interests of employees. En+ Group fully provides all the guarantees and benefits established by the Russian Labour Code to its personnel. All the employees of the Group, regardless of the form of employment, have equal rights to social benefits.

GRI 403-6

Key social benefits for employees:

- pension benefits
- medical support
- sports activities
- financial aid
- sanatorium and resort voucher provision
- programmes for children
- provision of meals
- housing programme
- preferential mortgage programme

ASSISTANCE TO NON-WORKING PENSIONERS

The Company provides benefits in addition to the state pension to persons who retired before 2007; additional payments to former heads of departments; compensation for electricity and heating fees in the apartments of persons who retired from their positions in the Company.

The most important thing for us is the safety, health and well-being of our employees. Each of our facilities has access to high-quality medical services. In Russia, Guinea, Guyana, Nigeria, Ireland and Jamaica, our employees and locals have access to world-class emergency and preventive medical care.

HIGH-QUALITY HEALTHCARE

Since 2005, En+ Group's corporate medical service provider RUSAL Medical Centre (RMC) has been providing services to diagnose and treat all major diseases. It also specialises in health and preventive measures and mandatory professional medical examinations required for admission to work in production. Residents of the regions where the Company operates can also get health services in RMC. RMC branches are equipped with high quality equipment, including ultrasound scanners, diagnostic portable spirometers, electrocardiogram machines, laboratory and X-ray equipment.

The Covid-19 pandemic has had a significant impact on the entire global community. We have faced a wide range of tasks to combat the coronavirus infection. Our first priority is the protection and safety of our employees.

The Group promptly took necessary measures, such as:

- organised an operational headquarters to combat coronavirus infection
- provided its Medical Centres with additional medical equipment and vaccines against Covid-19. As a result of 2021, more than 15,000 En+ Group employees were vaccinated
- installed air disinfection systems, contactless faucets, sanitisers, disinfectants and other protective equipment at all enterprises of the Group
- built a well-coordinated system of informing employees about compliance with sanitary rules
- created a special hotline using which employees can apply for medical assistance

PREFERENTIAL MORTGAGE PROGRAMME

Launched in the summer of 2020, the corporate preferential mortgage programme for Power segment employees makes housing affordable. To participate in the programme, an employee aged under 35 years should have one year of work experience, all the rest – at least three years. The key feature is that an employee does not need to make an initial contribution and 50% of the monthly payment is covered by the company.

The programme is developing in stages and the territorial distribution is increasing (Irkutsk, Bratsk, Ust-Ilimsk, Nizhny Novgorod, Divnogorsk, Angarsk, Miass, and other cities of Russia). The Group plans to expand the opportunity to participate in the preferential mortgage programme to all Group enterprises.

In 2021, the number of employees who wrote an application for participation in the programme was 342, with 221 applications approved. The total number of transactions for apartments was 121, of which 41 contracts were concluded, and the number of employees who bought an apartment was 80.

HOUSING PROGRAMME

In 2021, RUSAL started to create modern micro districts in Siberian cities where RUSAL's enterprises are located. At RUSAL's expense, housing developments will be built in Krasnoyarsk, Achinsk, Divnogorsk, Bratsk, Shelekhov, Taishet and Sayanogorsk consisting of 5-8-storey buildings, schools, kindergartens and all the infrastructure necessary for a full life and recreation – playgrounds and sports grounds, recreational areas, underground parking, etc. The approximate dates for the commissioning of the first phases of houses are QIII–IV of 2024.

AREAS OF FOCUS

Social partnership

The system of social partnership in En+ Group is focused on observance and respect for the rights and interests of employees within social and labour relations. To accomplish it, trade unions have been formed in business units to ensure a dialogue between the management and the employees.

Most of our employees are permanent members of trade unions and the Company is in close contact with them. Dialogue with employees helps the Group's management learn about topical issues that arise in daily activities and find an appropriate solution to any revealed problem as quickly as possible.

We consider trade union organisations as partners and understand that it will be impossible to develop our activities properly and efficiently without this form of interaction. As a result of joint activities, most of the personnel entered into collective bargaining agreements which help employees and the employer to understand their responsibilities, fix a form of interaction with each other and resolve issues relating to terms of remuneration, benefits and other rights of employees. In 2021, 86% employees were covered by collective bargaining agreements.

GRI 403-4

En+ Group supports establishment of labour councils that contribute to the constructive development of the dialogue between the workforce and the management of the Group and business units. To accomplish it, a platform where employees often make their proposals to improve methods for increasing labour productivity, use new technologies and equipment and to implement socially significant initiatives was formed.

YOUTH COUNCILS

In 2021, the Company approved the Regulations on Working with Youth and Organising the Activities of Youth Councils for employees under the age of 35. The Regulations consolidated the Company's unified approach to developing employees and involving them in project and social activities.

Results of activity of Youth councils in 2021:

- activists of the Youth council of the Krasnoyarsk HPP climbed the Borus ridge and removed the garbage left on the top of the ridge by other tourists. Fifteen employees of the plant took part in the campaign;
- fifteen volunteers of the EnSer Youth council organised eco-campaigns in the territory of the main building of the Natural Science Museum of the Ilmen State Reserve, the adjacent parking lot, remote beaches of Lakes Ilmen and Kisegach. During the two-day event, the participants collected 17 kg of garbage and industrial waste;
- the Youth council of VostSibUgol handed over 80 food packages to the Company's veterans by May 9. The volunteers also took part in the Good Things campaign, in which clothes were collected for social institutions in Irkutsk;
- the Volgaenergo Youth council (more than 150 people) took part in two environmental events at once: the planting of cedar seedlings in the Avtozavodsky Park as part of the Cedars above the Mountains campaign and the volunteer clean-up "The city begins with us!";
- the Youth council of Ust-Ilimsk held a volunteering campaign in an animal shelter: volunteers bought food and accessories for animals, as well as landscaped the territory of the Hatiko shelter.

Employee Engagement Practices

En+ Group constantly informs its personnel about corporate news and gives them other information through the weekly corporate newspaper Vestnik, using a corporate TV channel, an internal corporate network, and a corporate e-mail.

Feedback, which is an important tool for the Company in employee engagement practices, helps the management to get the information about employees, satisfaction with working conditions. To receive feedback from employees, an annual staff satisfaction survey is conducted. At the end of 2021, in the Power and Metals segments about 38,740 respondents (En+ Group – 11,500 people, RUSAL – 27,240 people) took part in an online survey on the level of social satisfaction, employee engagement, and 79,673 respondents – in a public opinion survey. In addition, employees express their concerns using a round-the-clock hotline, a special feedback box, and by contacting the authorised ethics body.

In 2021, the Group's voluntary turnover was 13.7% (increased by 0.9 p.p. from 12.8% in 2020).

Motivation and remuneration

En+ Group has an effective employee motivation system with direct impact on improving labour productivity, achieving high performance results, as well as retaining highly qualified professionals in the Company.

The motivation system in the Group consists of:

- bonuses accrued by the Head of the Company from a specially allocated fund
- annual performance bonuses
- payments to employees who have received corporate, state and departmental awards
- payments to employees who actively participate in the Group's social projects

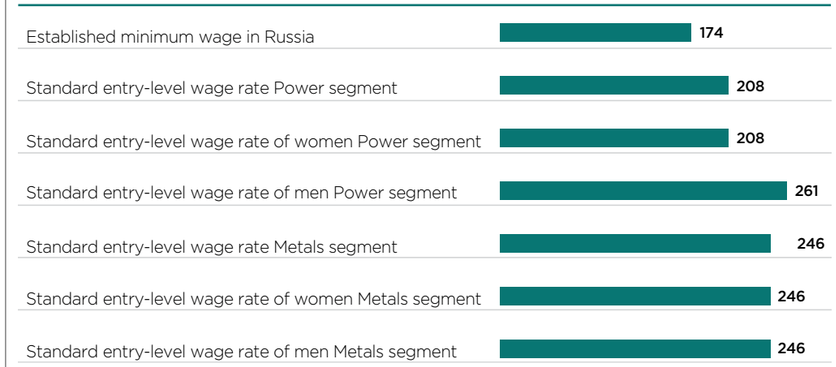
Decent wages are the main tool for motivating employees. In 2021, the management of En+ decided to increase the salary level of the company's employees, which ensured the average income level is 10–15% higher compared to the regional salary level. The well-being of our employees largely determines the standard of living in our cities. In this regard, the increase in wages at enterprises means that the economy of each region will receive an additional incentive for growth. We strive to improve the quality of life for our employees, since the well-being of our employees is important to us.

Also depending on the position, the Company stipulates annual, quarterly and monthly bonuses for additional incentives for employees.

Read more about En+ Group's standard entry level salary in 2021 in Appendices at pp. 167-168

GRI 202-1

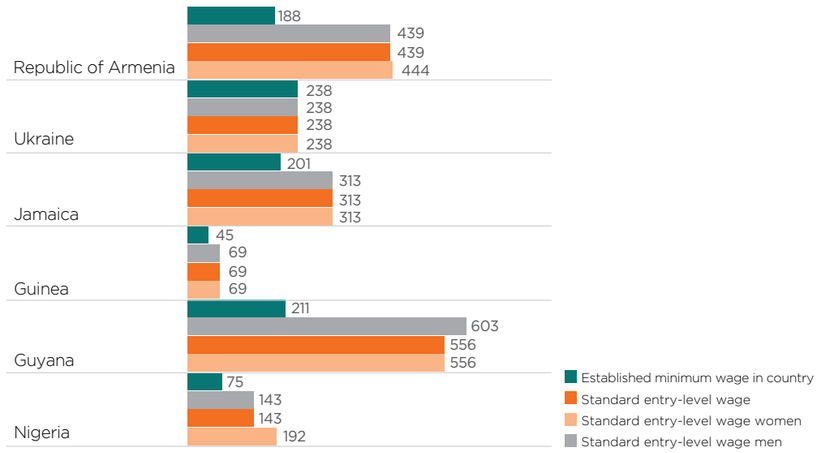
Standard entry-level wage[1] in Russia, USD, 2021



1. Standard entry-level wage refers to the wage that is paid to a lower-level employee for full-time work (i.e., the minimum wage). In the context of this indicator, the salaries of trainees and students are not taken into account.

GRI 202-1

Standard entry-level wage in other countries, USD, 2021



Training and development

En+ Group strives to attract and retain the best talents, improve their professional skills and provide them with training tools and programmes. We offer various types of training programmes and courses, including mandatory programmes provided for by the legislation of the countries where the Company operates.

The Group actively develops and improves the system of personnel training, talent pool training, and interacting with educational institutions. We have all the conditions for developing the potential and improving the skills of an employee of any grade.

In the Company, the training cycle begins with schoolchildren (by holding open days at the Group's enterprises, energy classes, various festivals), continues in cooperation with students (by financing targeted training of students, providing places for industrial and pre-graduate internships) and training new and existing employees.

We strive to attract schoolchildren and students to engineering professions, creating the conditions for each child to have equal access to education.

The Group's personnel training and development system includes mandatory and optional programmes. The mandatory ones are designed to ensure compliance with the qualification requirements of the positions held, while the optional ones improve the knowledge, skills and abilities of employees.

Career orientation for schoolchildren

En+ Group pays considerable attention to comprehensive programmes for work with schoolchildren, primarily in the engineering and technical sectors. We strive to increase demand for education among young people and help schoolchildren develop their talents in this area in every possible way by:

- implementation of Robotics programmes
- career consultation of schoolchildren
- holding open days at the Company's enterprises

Read more about local communities at pp. 131-133.

Interaction with students

The Company is interested in the high quality of the student training in specialised areas. We participate in the development of educational programmes for the training of future engineers and technical specialists and proactively cooperate with universities. Therefore, we make efforts for their high-quality theoretical and practical training by:

- participation in educational programmes
- conducting master classes, online trainings and case competitions
- internship programmes at En+ Group

Between 2013 and 2021, 1,101 graduates of Irkutsk Energy College were employed by En+ Group energy enterprises.

Read more about local communities at pp. 131-133

New hires

GRI 401-1

En+ Group hired 15,047 new employees in 2021. The key task for the Company is rapid and professional adaptation of its employees to the production process.

Adaptation of employees includes:

- online courses delivered through the corporate web poral, covering such topics as information security, fundamentals of modern energy, Corporate Code of Ethics, development of the production system, introduction to Theory of the resolution of invention-related tasks (TRIZ)
- communication with the youth councils of the Group
- mentoring

Personnel training and development

En+ Group's success is due to the creation of a culture of team engagement and continuous training and development, where everyone can develop.

Read more about completed courses and trainings in Appendix p. 165

CORPORATE UNIVERSITY

GRI 401-2

In 2021, the Corporate University of the Power segment received a new licence for educational activities and completely updated the licensed training programmes.
Main achievements of the Power segment's Corporate University in 2021:

- The UNIVER portal has been introduced – online training and accounting for all training and development of the personnel of En+ Group Power segment enterprises are carried out using the portal.
- Computer testing of personnel (BEK LLC, BEK-remont LLC) was launched on the Rostekhnadzor Unified Testing Portal (for this purpose, a special class has been equipped at the Corporate University). In just a year, 1,350 people passed the certification on various security issues.
- A new automated knowledge verification system was introduced on the Web Expert platform. One hundred thirteen programmes and tests have been developed to test knowledge relating to the operation of heat and power plants, hydropower plants, networks, and repairs. In 2021, 499 people passed the knowledge test on the platform.
- A new training ground for labour protection when working at height was put into operation; 839 people underwent practical training during the year. Landfill area – 100 m², height – five metres.
- Competitions for CHP's operating personnel of En+ Group were held.

Training and development highlights in 2021:

- Employees of the Power segment enable to receive higher education at INRTU.

Number of En+ Group employees receiving higher education

Free Higher Education Programme 2020	Free Higher Education Programme 2021	The project on co-financing education in other universities 2021
10	19	5

- the Group launched the remote anti-corruption course and the information security course for all employees whose workplaces are equipped with computers
- the Group implemented a project for psychophysiological support of operational personnel (a diagnostic assessment using the BioMouse express complex arranged for every shift, preventive work with psychologists) at Avtozavodskaya CHP, EnSer JSC, and Achinskaya CHP
- the Group is actively implementing a simulator training programme at its enterprises

CHP's simulators	HPP's simulators
Training on simulators for operating personnel of boiler houses and turbine shops – 208 people underwent 40-hour training in 2021. The project was replicated at the Achinskaya CHP and Avtozavodskaya CHP	Simulators used at HPPs fully imitate the model of each of the Hydropower Plants. In 2020, a simulator for the Irkutsk HPP was developed and purchased – 25 people were trained (operational staff)

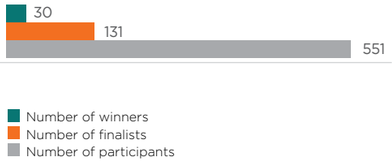
AREAS OF FOCUS

Personnel assessment
The approach to personnel assessment was changed to meet the requirements and goals of the Group. The updated approach includes:
- assessment of competencies using the SHL methodology (only for participants in corporate development programmes and when appointed to the position of a manager)
- the 360-degree method on the new platform UNIVER and instructions for uploading 360-degree reports

Internal Talent Pool
The personnel reserve programmes are aimed at achieving one of the Company's most important strategic goals — to prepare a reserve of professional and highly qualified personnel at all levels of management positions. Through an internal talent pool the Company can promptly address personnel needs in the rapidly changing conditions.

In 2021, En+ Group updated My Career 2.0, a development programme for young professionals who want to build their career in the Company. The winners of the programme are included in the talent pool and get involved in the implementation of the Company's strategic projects.

The My Career 2.0 programme



The Transformation programme for assessment and training of the talent pool, the unified integration programme for the development of talent pool for production positions from foreman to station director is continued. The programme had 499 participating employees, 38% of whom were rotated in the Group.

COMMUNITY
ENGAGEMENT

Stakeholder Engagement Policy

Key highlights

more than
USD 55 mn
were allocated for social investments and charitable projects

more than
USD 67,000
were granted to improve the equipment of sports facilities and support the professional development of the training staff at Siberian ski depots

USD 692,000
were spent on the construction of ski depots in Divnogorsk and Nizhneudinsk

the 360 project
won the BRICS International Prize in the Clean Water category

USD 27 mn
were allocated for the implementation of projects and activities in the territory of Russia under the programme "Sustainable development of the areas of responsibility"

USD 234,000
were spent on projects and events to develop urban and corporate volunteering under the Helping is Easy programme

Status of goals set in 2020

	Goal	*Status*	*Results*
1	**CONTINUE IMPLEMENTATION OF CHARITABLE,** social and infrastructure projects in the regions of presence	Completed	En+ Group has implemented a wide range of infrastructure projects, thereby making a significant contribution to the development of the Company's regions of presence
2	**COLLABORATE WITH UNIVERSITIES,** schools and colleges in all the regions of presence	Completed	We support the existing agreements and we have concluded new agreements with professional educational institutions in the regions where Company operates
3	**SUPPORT LOCAL COMMUNITIES** in the fight against COVID-19	Completed	En+ Group has opened community-based vaccination points at its power enterprises. RUSAL delivered to Guinea a batch of the Russian vaccine against COVID-19 Sputnik V, as well as medicines and consumables for the diagnosis and treatment of COVID-19

Material topics
- Local communities
- Social and cultural diversity and equal opportunity

Management approach

En+ Group devotes a great deal of effort to drive changes for the future of local communities and strives to make a significant positive contribution to the well-being and social life of all the regions where the Company operates. By investing in social projects, the Company aims to meet the needs of local communities and to create sustainable value for its business.

En+ Group works to ensure that all communities in the regions of its operation benefit from its presence. The Company encourages a healthy lifestyle, supports communities and employees in the field of healthcare, offers access to industry-specific education and training, and pays special attention to ensuring sustainable economic development of the regions.

GRI 103-1
En+ Group develops sustainable long-term relationships with local communities and stakeholders taking into account their needs and interests. The Company acknowledges its impact on the communities resulting from its operations, and it commits to making a positive contribution to their development.

GRI 102-43, 103-2
The Group's Stakeholder Engagement Policy contains procedures and tools for engaging with local communities. The Policy emphasises that the Group's strategy and success depend on the effectiveness of this interaction.

The Stakeholder Engagement Policy is available on the Company's website: www.enplusgroup.com/en/investors/corporate-documents/

GRI 103-3, 413-1 **SASB EM-MM-210a.3**

The Group always strives to consider the opinion of local communities. According to sociological research conducted by the Company among residents of the

regions where it operates, the local communities expect the Company to take action on social issues such as developing urban infrastructure, health, education and sports programmes and initiatives. The outcomes of the research helped the Company make a decision to invest in programmes and actions, which are designed to provide support to the local communities, as well as evaluate the efficiency and the output of the social impact from the allocated funds.

SASB EM-MM-210b.1

The environmental conditions affected by the work of enterprises and the economic situation in the region are of huge concern to local communities. The Company pays considerable attention to such issues as the amount of tax payments to budgets, the availability of jobs and decent salaries, social guarantees, opportunities for children to receive a decent education and the prospects for their employment in the future. The Company strives to create favourable living conditions for local communities, to ensure a good social climate and increase the Company's trust and loyalty to the population.

GRI 103-2

Our social investment projects are aimed developing infrastructure and at supporting a healthy lifestyle, sports, education and environmental protection, which are implemented involving our employees and local residents. We believe that our efforts create a positive social climate and help to build relationships with the stakeholders based on respect, understanding and trust.

THE PARTIES RESPONSIBLE FOR THE IMPLEMENTATION OF EN+ GROUP'S SOCIAL PROJECTS

DEPUTY GENERAL DIRECTOR FOR PUBLIC AFFAIRS
DIRECTOR OF THE DEPARTMENT OF COMMUNICATION AND SOCIAL PROJECTS

- defining the Company's strategic approach to work with local communities
- analysing the results of implemented social programmes
- developing plans for future periods

COMMITTEES ON SOCIAL INVESTMENTS IN THE METALS AND POWER SEGMENTS

- identifying priorities in social investment and financing
- holding monthly meetings to develop tactical decisions on social investment projects
- approving applications for financing received from the committees on social projects at the enterprise level
- developing strategies for implementing social projects in a specific region of presence

COMMITTEES ON SOCIAL PROJECTS AT THE ENTERPRISE

- processing requests from local communities for charitable assistance
- providing recommendations to social policy committees

Discussion of the implementation of potential projects is also carried out at the Company's Youth Councils, which include employees under 35 years of age. The Youth Council is created to engage in active industrial and social activities, improve working conditions and defend the interests of young people.

En+ Group is governed by the Social Investment Regulations, which emphasise the need to involve the Group's management and ensure transparency of investments in the social sphere.

The key areas for En+ Group's social investments are as follows:

- **Development of infrastructure and urban environment**

Infrastructure development is a high priority area for En+ Group. Developing infrastructure is crucial for attracting investments and ensuring the socio-economic growth of modern cities.

- **Maintaining a healthy lifestyle**

The Group supports initiatives that promote healthy living among local communities and create conditions for self-realisation.

One of the Company's major initiatives in this area is the Get on Your Skis Everyone! project.

- **Volunteering**

Corporate volunteering is an important tool that ensures the Company's constant interaction with local residents and helps build and maintain an enduring relationship with both the people and the Government.

- **Environmental protection**

The Group seeks to engage volunteers in another crucial activity of the Company – environmental protection.

- **Healthcare**

We believe that good health is a key to the high quality of life and well-being of the people.

- **Education**

En+ Group makes a significant effort to implement programmes designed to provide access to quality education as well as to support projects aimed at expanding educational opportunities for residents of regions of presence.

Partnerships with universities is part of the Group's large programme to develop educational potential in the regions. The programme is implemented together with higher education institutions in various fields, and the Group's main task is to help ensure that student education meets the needs of the Russian economy and industry.

- **Provision of assistance to vulnerable groups**

GRI 203-2

As one of the largest employers, taxpayers and participants in social and infrastructure programmes, En+ Group has a significant direct positive effect on the economy in the regions of presence.

Read more on key financial results at p. 148

At our enterprises, we strictly adhere to the policy of attracting and hiring employees from local communities. The Group recruits employees from other cities or from abroad only if candidates from regional communities lack certain specific professional skills. All our jobs are advertised in the regions of the Group's presence.

GRI 203-1

En+ Group implements a wide range of social and charitable programmes intended for supporting the youth and vulnerable population, developing social infrastructure, preserving cultural heritage, and improving the quality of medical and educational services.

AREAS OF FOCUS

Sustainable development of regions of presence

GRI 203-1, 203-2

Promoting sustainable development in the regions of presence is one of the most important areas of the Company's activity. The Company cooperates with the regional authorities on many projects.

It is crucial for us to promote regional development, economic growth and decent work in the regions where En+ Group operates. Focusing on these matters helps create new employment opportunities and drive the transformation in the regions, while preserving historical features.

Development of infrastructure and urban environment

GRI 203-1, 203-2

Development of public infrastructure is one of the key drivers of economic growth, and it requires significant investments to meet the ever-growing demand of the population.

In all regions where the Company operates, we strive to create a space for the comprehensive development and self-realisation of every resident to achieve economic and human potential capable of ensuring further development of the territories.

GRI 413-1, 203-2

En+ Group implemented a wide range of infrastructure projects, thereby making a significant contribution to the development of the Company's regions of operation.

Metals segment

Krapiva HPP

GRI 203-1

The cooperation agreement between RUSAL and the Government of Kemerovo oblast has been signed to complete the construction of the Krapiva HPP. The construction of the hydropower complex began in 1975 but has never been completed. Pursuant to the agreement, RUSAL shall ensure that its representatives take part in the project committee established to complete the construction of the HPP and liaise with the involved parties (organisations and experts) accordingly. The Company shall also consider the possibility participating in the financing of the project.

The implementation of the project on the completion of the construction of the Krapiva HPP station will enable to provide the industrial enterprises in the Kemerovo region with clean energy and will significantly improve the environmental situation and water supply in the region. The average annual output of the plant is expected to exceed 2 billion kWh.

Additional high-quality jobs will be created in the region once this significant facility is put into operation and this, in turn, will give a new stimulus to the development of surrounding cities and villages and an increase in living standards in the region.

The RUSAL Territory programme

RUSAL invests in social infrastructure through the implementation of projects in different areas – education, healthcare, sports, culture, and tourism under RUSAL Territory programme established in 2004. RUSAL has supported 653 projects on the restoration of social infrastructure facilities and about 300 on the construction of new facilities. The total amount invested in the RUSAL Territory programme during its effective term (including the reporting period) is RUB 629.6 million.

In 2021, instruments for the development of urban infrastructure was developed and launched, aimed at attracting finance from state programmes by municipalities. As part of the new programme analysis of the current state of social and public infrastructure in 11 cities was carried out and a programme of training and consulting support for 11 municipal management teams regarding the attraction of budget financing for the implementation of urban infrastructure development projects was developed.

In 2021, the key events of the RUSAL Territory programme included:

- reconstruction of the "Start" stadium in Krasnoturyinsk.
- reconstruction of the Culture House in the Traktorozavodsky district in Volgograd.
- repair of the Gornyak Culture House in the settlement of Kalya (Severouralsk).

As part of the "RUSAL Territory" programme, the Company continued financing 11 large-scale projects in the amount of USD 2.4 million.

Projects in Guinea

GRI 203-1

In 2021, RUSAL handed over to the Guinean authorities the building of a new primary school built at the Company's expense with equipped classrooms, a living room for the director and an artesian well in the rural district of Dougula, Boke Prefecture.

In 2021, RUSAL launched a large-scale project to repair and restore the municipal sewage treatment plant in the city of Friya.

Also, in 2021, the ceremony of entry into service of a new automobile bridge over the Samu River, built by RUSAL in the Kindia region, took place. The new road bridge allows the connection of remote corners of the prefecture with the regional centre of Kindia; this creates extra opportunities for the economic development of the region and Guinea as a whole.

In 2021, RUSAL donated to the Guinea Customs Service, a modern bauxite quality control laboratory built and equipped by the Company in the Kamsar Sub-prefecture. RUSAL's investments in building and equipping this laboratory with the most modern equipment for X-ray fluorescence (XRF) analysis of samples exceeded USD 1.5 million. Up to 15 tests per day can be carried out at a time in the laboratory, which makes it possible to ensure comprehensive control over the volume and quality of bauxite exported along the Rio Nunez River and to generate reliable customs reports on the payment of export duties.

Power segment

Construction of the Spichenkovo airport terminal in Novokuznetsk

GRI 203-1

As part of the St. Petersburg International Economic Forum, the government of Kemerovo Oblast and En+ Group signed an Agreement on the development of regional air services, including the construction of the Spichenkovo airport terminal in Novokuznetsk. The construction site is currently being prepared and designed, and the budgeting documentation is being developed.

Subsequently, the development of such a large industrial region as Kuzbass is impossible without reliable and accessible air services; therefore, there is a high need to renovate the airport. Mobility and freedom of movement not only ensure the attractiveness of the region to investors, but also arouses interest among young employees.

Construction of children's playground in Irkutsk

GRI 203-1

The children's playground opened in November 2021 is a multi-level play space with an area of 1,600 m² with a leisure place for adults, play locations for children, landscaping and lighting.

The location has become a point of attraction for citizens and the first modern world-class venue in the city made of environmentally friendly materials.

The project cost amounted to USD 230,000, all the equipment was manufactured by the German company SIK-Holz, the world's leading manufacturer of playgrounds.

Construction of children's playgrounds in Angarsk, Ust-Ilimsk, Divnogorsk, Tulun, and Svirsk

GRI 203-1

The construction of modern playgrounds with an area of 300–350 m² in the same style and high-quality level has been carried out.

The playgrounds include a central game element – a complex with a slide and a climbing system, modern swings, rocking chairs for young children, benches and trash bins.

The playgrounds have no analogues in the city and are in demand among residents and their children.

Ice Town in Irkutsk

GRI 203-1

The En+ Group Ice Town has become the largest ice project in the Irkutsk Region.

In total, 103 m³ of ice were used to construct the ice town, and 665m of wire and 251 searchlights were used for lighting. On average, 500–700 people a day attend the Ice Town.

Reconstruction of the theatre lounge of the Bratsk Theatre

GRI 203-1

For the 35th anniversary of the theatre in 2021, the Company reconstructed the theatre lounge, which exists as a separate theatre space. The basis of the reconstructed theatre room was a chamber stage, which allows the theatre to increase the repertoire by solo performances, to carry out theatrical experiments and become a new point of attraction in the city. Investments in the project amounted to USD 108,000.

Health protection

GRI 203-1, 203-2

We understand the complexity of the current epidemiological situation and take all the necessary measures to ensure maximum protection of employees and continuous operational activity of our assets. Additional disinfection is carried out at the enterprises, and medical offices work in a special readiness mode. From the very beginning of the pandemic, we have been striving to use every opportunity to prevent the spread of the virus. In 2021, coordination, monitoring, and control of the spread of the new coronavirus disease at En+ Group enterprises continued.

Metals segment

Response to coronavirus in Guinea

GRI 203-1, 203-2

RUSAL is one of the first private companies providing large-scale assistance to Africa in the fight against massive infectious diseases.

In March 2021, RUSAL delivered to Guinea a batch of the Russian vaccine against COVID-19 Sputnik V, as well as medicines and consumables for the diagnosis and treatment of COVID-19.

For their contribution to the fight against COVID-19 in Guinea, three medical workers of RUSAL were awarded the national Guinea prize "Katala 224". In addition, following the results of 2020 and 2021, RUSAL became twice the winner of the Guinea Best Company Awards nomination for its special contribution to the fight against the spread of COVID-19 in Guinea and the socially responsible policy of the Company during the pandemic.

Power segment

Vaccination campaign against coronavirus infection

To combat the spread of the coronavirus disease, En+ Group has opened community-based vaccination points at its power enterprises. In addition to the vaccination campaign, En+ Group previously launched a programme to provide consulting services to diagnose and treat diseases caused by coronavirus infection, as well as a hotline for assistance. The services are available around the clock for both the Group's employees and their family members.

Healthy lifestyle

GRI 203-1

To promote a healthy lifestyle among local communities, employees and their families, En+ Group carries out projects aimed at constructing and renovating sports infrastructure and building strong relationships with local and regional federations and institutions that help us in organising and conducting sports events. Development of mass children's sports is one of the important tasks of the Company. Improving the standard of living in the regions of presence is a priority task of En+ Group's social policy.

AREAS OF FOCUS

JOINT PROJECT OF TWO SEGMENTS GET ON YOUR SKIS EVERYONE!

One of the largest Russian initiatives that promotes a heathy lifestyle jointly implemented by En+ Group, RUSAL and the Russian Skiing Federation since 2016.

In 2021, there was the 5th anniversary of the project.

More information about the Get on Your Skis Everyone! project is available on the website: www.nalyzhi.ru

The project is aimed at developing and promoting skiing as one of the most accessible types of sports.

As part of the Get on Your Skis Everyone! project, En+ Group provided sports equipment for the ski depots at Divnogorsk (Krasnoyarsk Territory), Angarsk, and Bratsk (Irkutsk Region) and organised trainings.

The funds allocated for improving the equipment in sports facilities and for professional development of the training staff at Siberian ski bases amounted to more than USD 68,000.

The ambitious goal of the Get on Your Skis Everyone! project is to prepare the Olympic reserve and revive the championship traditions of Siberia.

The following actions are taken to achieve this goal:

- participation of the population in skiing during mass holidays in 16 cities of the country
- increasing the level of professional training of trainers working with both start-up groups and regional teams
- provision of sports equipment for the existing teams on cross-country skiing in the Republic of Khakassia, Krasnoyarsk Territory and Irkutsk Region
- holding the Ski Championship, during which the most promising sportsmen in the 13–16 age category are identified and supported
- development of ski infrastructure in the regions of operation of the project – construction and reconstruction of routes, ski depots, provision of equipment for the preparation of ski routes
- support for the Russian ski team

The initiative should result in the participation of Siberian sportsmen in the Russian ski team at the Olympic Games.

WE ARE IN SOCIAL MEDIA

We have created and developed a community of professionals and skiing fans in social media. In our groups, everyone can find useful information on skiing, training, the nearest competitions, the Russian team's sportsmen and watch the broadcasting of the competition. More than 170,000 people follow our project on social media.

More information on the project schedule is available on the website: www.nalyzhi.ru/2022

SKI HOLIDAYS

Every year, in the regions where RUSAL and En+ Group operate, mass ski holidays take place during the New Year holidays. In total, over the past five seasons, more than 62,000 people have become their participants. Fans of an active lifestyle take part at cross-country skiing and relay races, mass races and family starts, as well as expand their knowledge of professional sports during master classes from coaches, Olympic and Paralympic champions.

ONLINE COURSES OF GET ON YOUR SKIS EVERYONE!

In April 2021, online courses developed by leading specialists of the Siberian State Institute of Physical Education (Omsk) were launched for trainers of company-supported ski bases.

- In 2021, 30 trainers from Divnogorsk and Tulun have already improved their professional qualifications and received official certificates of Siberian State University of Physical Culture and Sports confirming their professional development.
- In total, more than 400 trainers were trained at educational courses during the Get on Your Skis Everyone! project.

RUSAL and En+ Group are sponsors of the Russian ski team.

The members of the national team are happy to support our project – they communicate with fans of skiing, give useful advice and simply inspire us with their achievements.

GRI 203-1

SKI DEPOTS IN DIVNOGORSK AND NIZHNEUDINSK WERE BUILT AS PART OF THE GET ON YOUR SKIS EVERYONE! PROJECT

- In Divnogorsk, the Company upgraded the ski depot starting area: a two-storey referee's office was opened on the site. The building has also a medical room, men's and women's locker rooms, equipment storage rooms and a judge's room. Investments in the project amounted to about USD 475,000.
- In Nizhneudinsk, a ski depot was built with a total square of 170 m^2; there are a fire alarm system, a concrete exit for a snowmobile, and a 3D fence with a wicket and a 395-metre-long open-arm gate in the depot. The project was completed in December 2021. The budget of the project is USD 217,000.

AREAS OF FOCUS

Support for public environmental projects

GRI 203-2

Involving volunteers in environmental protection is one of the most important goals for the Group.

The most well-known projects include the “360 project”, a grant competition for environmental projects, and a partnership with local environmental NPOs implemented under the Nature Matters programme.

Power segment

The environmental programme “Nature Matters”

En+ Group “360” Volunteer Project
The 360 volunteer project is part of the En+ Group’s comprehensive Nature Matters programme. The main goal of the project is to protect Lake Baikal and the reserve areas of the Russian Federation from adverse environmental impacts.

Over the 11 years of the project’s existence (the project was implemented 11 times in 2021), thousands of volunteers, hundreds of organisations, and dozens of municipalities joined the movement. Today, in addition to annual large-scale harvests, 360 volunteers make eco-trails, plant trees, improve tourism infrastructure and help preserve specially protected natural areas.

Since 2020, the project has been held in three formats:

- the 360 volunteer eco-campaigns in six cities where En+ Group operates – Irkutsk, Bratsk, Ust-Ilimsk, Divnogorsk, Miass and Nizhny Novgorod. For 2021 – 1,025 participants, 10 t of total waste, 772 shrubs planted, a recreation zone created, four information stands installed
- an online eco-marathon for those who want to make their lives greener. For 2021 – 1,000 participants, a total of 631,133 users
- volunteer activities on Lake Baikal for residents of municipalities on the lake shore. In 2021, 1,128 people collected 13 t of garbage

To spread knowledge about the project, an eco-awareness campaign was conducted in the media and social networks, the music album “Voices of Baikal”, the time lapse “One Day on Baikal”, the podcast “Who would talk?” with a volunteer of the project (about eco-habits) were presented. The project’s ambassador Nikolay Drozdov conducted a live broadcast.

In 2021, the 360 project became the winner of the BRICS International Prize in the Clean Water category.

More information on the 360 volunteer project is availabled on the website: www.project-360.ru

Grant competition of environmental projects
A grant competition or environmental projects is the key part of the En+ Group’s comprehensive Nature Matters programme. The aim of the competition is to introduce and further develop new mechanisms to support the local community and its initiatives in the field of environmental protection. In 2021, the geography of the competition was expanded, and it currently includes cities such as Irkutsk, Baikalsk, Ust-Ilimsk, Divnogorsk, Angarsk, Nizhny Novgorod and Miass.

The size of the grant funding in 2021 amounted to USD 136,000, and the maximum grant amount available for the implementation of the winning project was USD 7,000. By the end of 2021, 22 projects from seven cities in Russia received the Company’s funding (in total, 150 projects were submitted for participation in the En+ Group competition).

One hundred seventy-nine materials about the competition and its projects were published in federal and regional media.

Projects with non-profit organisations and public organisations
In 2021, a project with the Baikal National Park “Reserved Baikal Region” sought to create and develop a uniform tourist and navigation infrastructure on the most popular routes, helping to preserve the fragile nature of the lake.

Additionally, a joint project was carried out with the Charitable Foundation “Vtornik” to install containers for clothes; as a result, eight containers were placed at the Company’s offices in Irkutsk.

Construction of a new section of the Great Baikal Trail
In June 2021, En+ Group’s volunteers took part in the construction of a new section of the Great Baikal Trail, the most popular route with a length of 54 km (with annual attendance of more than 28,000 people).

In 2021, 50 volunteers took part in the project and built 83 m and reconstructed 220 m of the trail. The project budget was USD 9,500.

USD 136,000
size of grant funding of environmental projects

Education support

GRI 203-2

En+ Group makes all the efforts to develop educational programmes, especially those aimed at training future engineers and technicians who meet the development needs of our business, industry and the local community. En+ Group pays considerable attention to training for the energy sector of the region, because the skills, competence and knowledge of employees largely determine the reliability of the production process and the effectiveness of new technology introduction.

We strive to arouse the interest of schoolchildren and students in engineering professions, creating conditions for every child to have equal access to quality education.

Development of social dialogue, continuous improvement of the professional competencies of young specialists, support for promising technologies and scientific developments are the main values of En+ Group.

GRI 203-2

Cooperation with universities to find and train the best students is part of the personnel policy of En+ Group. En+ Group actively develops cooperation with educational institutions and has concluded agreements with all relevant universities and colleges in the regions where its Power segment is present.

The Company has formed a stable model for training young specialists, which covers all the stages of education: creating energy classes at schools, cooperating with specialised colleges of the Irkutsk Region, implementing joint projects with universities.

The following educational projects were implemented in 2021.

Metals segment

Educational events in Jamaica

GRI 203-2

WINDALCO, a company of the Group’s Metals segment located in Jamaica, promotes education among residents and seeks to create a mutually beneficial relationship between the Company and the community through local scholarships and grants, sponsorships and donations to educational institutions and civic groups, including those in the sports sector.

Local & International Scholarships
In 2021, the Company again initiated and implemented its International Scholarship Programme by inviting and accepting 24 Jamaican students to study at Siberian Federal University in Krasnoyarsk.

In 2021, the Company also awarded five final-year engineering students at the University of Technology as part of the annual scholarship programme. The financial award helps the students to complete their final year engineering research projects and cover tuition costs.

Eighty students attending tertiary institutions across the island were awarded scholarships under local scholarship programmes aimed to help them with college/university tuition. Students were selected based on their academic performance, financial need, and involvement in extra-curricular activities as well as based on their knowledge of the bauxite industry.

Summer Employment/ Internship Programme
WINDALCO employed 43 university students in August 2021 as part of its Summer Employment Programme. This initiative provides invaluable practical working experience to university students and better equips them for the working world. The students were placed in departments based on their field of study and were supervised and mentored while they gained working experience.

Educational projects in Guinea
For many years, RUSAL has been contributing to the training of Guinea specialists by providing scholarships to young students in the country. Besides the opportunities to study in a university, RUSAL gives the students a chance to practice their skills at its enterprises and at the Moscow office of the Company.

The educational programme “RUSAL’s Scholarship – 2018” is designed for six years, during which the Company will spend over USD 8 million to train Guinea professionals in the mining industry, railway workers, economists, builders, medical and administrative employees.

In 2021, students of the programme “RUSAL’s Scholarship – 2018” successfully continued their study at Russian universities according to the specialisation they had selected.

AREAS OF FOCUS

Power segment

Attracting youth to innovation

Energy in Every Drop

En+ Group launches an educational project for schoolchildren at the age of 11–15 "Energy in Every Drop" based on the LEGO Education construction sets. During the training, schoolchildren learn the operating principle of an HPP, after which they will be able to model the work of the enterprise independently and to build a chain – from the generation of the electricity to its supply to residential buildings and institutions.

The methodological content of the course was developed for six months by professional robotics trainers and methodological engineers with international certification under LEGO® Education Academy programmes, with the participation of experts from Irkutsk, Bratsk and Ust-Ilismk HPPs.

By launching the Energy in Every Drop project, the Company intends to show the importance of the energy sector, both for Russia's infrastructure and strategic facilities and for each individual resident of the country. En+ Group has been supporting robotics classes among schoolchildren and students in Siberia in the areas where Company's enterprises operate since 2012.

Launching the Energy Lab project

The Energy Lab is a yearly acceleration programme mainly designed to attract talented young people to solve problems of pressing production challenges and find promising technological ideas of interest to the Company and the energy sector as a whole.

The acceleration programme of innovative projects of the Group was launched on basis of INRTU with the support of the EuroSibEnergo Corporate University in 2018. Another highlight of the Group's Energy Lab events includes study tours that first took place in 2021 and were held for participants in the Energy Lab competition for innovative projects: 36 project teams from 10 universities and colleges from eight cities in Russia took part in the final of the project.

Expanding the list of additional training programmes

In 2021, the list of additional training programmes in corporate training and research Centres based on Irkutsk National Research Technical University and Bratsk State University was expanded to implement targeted training of students and advanced training of professionals in the Power segment.

Students are trained in corporate training and research centres for 2.5 years under additional educational programmes that include more than 1,000 academic hours of specialised training in technical areas (repair and operation of thermal/electrical equipment, relay protection and automation, etc.) under the guidance of practical teachers.

Cooperation agreement between En+ Group and R.E. Alekseev NSTU

En+ Group and R.E. Alekseev Nizhny Novgorod Technical University (NSTU) signed a cooperation agreement to promote the educational projects of the Group. Within the framework of this agreement, targeted training programmes for NSTU students will be launched.

After students complete the programme, En+ Group will be able to employ them at its enterprises, for example at Volgaenergo Group, which produces, transfers and sells heat and electricity in the Nizhny Novgorod and Chelyabinsk Regions.

Attracting the attention to environmental issues

New educational project "Environment in a Big City"

"Environment in a Big City" is a cycle of ten TV shows about the environment, which talk about landscape design and landscaping problems in megacities, new types of transport, modern construction materials, issues of maintaining health, etc. Speakers include the best Russian experts from Moscow State University, the Higher School of Economics, Skolkovo, the National University of Science and Technology (MISiS), well-known landscape designers, architects, etc.

The agreement between En+ Group and Moscow Energy Institute as part of the Digital Economy programme

Under the agreement, the parties will work together on programmes and projects in the field of "green" energy, information technologies and artificial intelligence methods to ensure more rational use of the planet's resources, protection of unique ecosystems in the regions where En+ Group operates, as well as the digital transformation of Russian energy complex enterprises.

Investment in science

Launching the Future Teacher project in partnership with INRTU

In 2021, En+ Group in partnership with Irkutsk National Research Technical University (INRTU) and EuroSibEnergo Corporate University launched the Future Teacher project, which will contribute to the development of the personnel potential of INRTU teachers.

The Department of Thermal Power Engineering of the Institute of Energy of INRTU was chosen as a test site. The selection of trained teachers was carried out, and a two-year educational track was formed.

The participants of the programme are university teachers who will undergo in-depth practice at all enterprises of the energy group according to a curriculum specially adapted for these purposes.

En+ Group will provide the entire production base and technological developments so that the university staff can understand with which thermal generation facilities and under what conditions their graduates will work. Following the results of the training of the first stream, the possibility of implementing the programme in other departments of the Institute of Energy will be considered.

Programme for residents in leading medical universities of the Siberian and Ural regions

The programme for young doctors is an important part of the Company's social policy, which is aimed at developing the regions.

Future residents of Krasnoyarsk, Irkutsk and Urals State Medical Universities can take part in the programme in the following specialisations: therapy, ophthalmology, radiology, surgery, otorhinolaryngology, neurology, paediatrics and gynaecology, functional diagnostics, and psychology. Once the residents pass the competitive selection, the Company shall pay for their training and grant them a monthly scholarship in the amount of USD 168.

After completing the internship programme, the participants will be guaranteed employment in the institutions of the corporate provider of medical services of RUSAL Medical Centre (hereinafter – RMC).

Joint projects of two segments

Launching the IT Academy project

IT Academy is a three-year programme of additional training for students of IT professions in the Power and Metals segments on the basis of the Institute of Information Technologies and Data Analysis INRTU with the support of En+ Digital and EuroSibEnergo Corporate University.

In 2021, under the IT Academy project, at the first stage there were:

- a curriculum was implemented with 117 participants at the start, which included lectures from leading companies in the world, master classes with internal experts, trainings, work on projects
- sightseeing tours of the Company's enterprises (five groups) were arranged

At the second stage, the Group:

- organised a field team building event
- arranged training in narrow specialisations, as well as work on projects

At the third stage:

- 22 participants will conclude employment contracts and be employed by En+ Digital (in the competition finale)

Scholarship programme for talented students

In 2021, En+ and RUSAL launched a scholarship programme for full-time students of higher and secondary vocational education (power and metals sectors) with state accreditation of certain specialities. Among them, there are power engineering, metallurgy, chemistry, thermal power engineering, thermal chemistry, etc.

The criteria for the selection of a scholarship holder are high academic performance, successful experience of participation in competitions and Olympiads, as well as the availability of scientific publications. Additional points are awarded for participation in charity, volunteer, and donor actions. The amount of the scholarship is set depending on the level of education received (higher or secondary), as well as the course of study of students and varies from USD 135 in the second year to USD 339 in the fifth. The scholarship project has become a new stage in attracting promising specialists to the Company.

Geographically, the programme covers all the regions of the Company's presence. There are 66 participants from En+ and RUSAL in the programme. The Company plans to conduct the scholarship programme annually, gradually expanding professional areas.

22

participants concluded employment contracts under IT Academy project

AREAS OF FOCUS

Volunteering

GRI 203-2

Volunteering is an essential part of activities in modern society which helps strengthen the Group's relationships with local communities, non-profit organisations, and government agencies.

The Company's volunteering initiatives bring together a wide range of people, including schoolchildren, students, employees of enterprises, and representatives of social and educational institutions.

To achieve the ultimate effect, the Company develops programmes and technologies that promote volunteering activities and engage the population in them.

Metals segment

RUSAL's Helping is Easy programme

The Helping is Easy programme focuses its work on supporting active and compassionate residents to realise themselves through volunteering projects by helping non-profit organisations, social, medical, and educational institutions, rehabilitation centres, orphans, veterans and the elderly people.

According to the programme, USD 234,000 were allocated for projects and activities to develop urban and corporate volunteering.

The number of RUSAL employees who participate in volunteer activities increased by 110% in 2021, to 1,814 people from 866 in 2020.

More information on the Helping is Easy programme is available on the website: www.pomogat-prosto.ru/

Other programmes

Traditional network actions aimed at the development of corporate volunteering and local communities took place in 2021:

- The Green Wave campaign: 1,252 saplings of trees and shrubs were planted by 600 volunteers in 10 cities.

RUSAL's "Green Wave" Eco-marathon was awarded the 1st place in the category "The best programme (project) in the field of environmental education" in the "Corporate charity leaders" competition.

- The River Day eco-maraphone: 14,000 t of garbage from the shores of reservoirs and 3.5 t of waste were collected in 10 cities by 500 volunteers and were transferred for recycling.
- New Year Marathon: 130 charity events in sponsored social institutions were organised in 15 cities with the help of 400 corporate volunteers.

Joint projects of two segments

The following activities were carried out within the En+ Group's corporate volunteering programme "Light up!":

- on 22–23 May, online training was held for En+ and RUSAL volunteers. About 300 volunteers took part in the event, 140 of them were employees of the Power sector
- volunteer campaigns for 9 May
- on 22 May, the volunteer campaign "Plant a tree!" was held for employees and members of the National Council for Corporate Volunteering (NCCV) in Irkutsk in Kaisky Grove. Over 100 employees and their family members took part in the campaign. In total, over 4,000 trees were planted

Charity and sponsorship

GRI 203-1, 203-2, 413-1

En+ Group regularly invests in the construction and reconstruction of sports infrastructure facilities, public spaces, residential complexes, educational, children's and medical institutions. Many initiatives come from employees of the enterprises who are members of Workers' Councils. With their help, the Company can determine the real needs of the employees and their families in the regions of the Company's presence. Also, in cooperation with the authorities, the Company looks for solutions to infrastructure problems in the cities of its operation.

All charitable inquiries are formed within the approved strategy of the Committee on social responsibility (CSR) and the Provision on social investments and are considered by the Committee on social investments (KSI). The KSI meetings are held every month.

En+
is the general sponsor of Baikal Energy

GRI 203-1, 203-2, 413-1

In addition to charitable projects, En+ Group is also implementing sponsorship projects.

Metals segment

Guinea

- In 2021, RUSAL provided charitable assistance to 16 villages in the Company's area of presence – in the Prefecture of Fria (residents of the villages Kodekhoure, Katourou III, Adama Sorya, Fokibo, Doteba, Boudoubaga, Toundedokhode, Kimbo, Kalema, Manga Mory, Kontagui, Touba, Kawounda, Videria Amina, Tabossy, Tigue received assistance).

The allocated funds were used to support local infrastructure projects.

- Charitable assistance was provided to Muslims for the holy holidays (Ramadan and Tabaska), in particular, mosques which are located in the area where RUSAL operates, i.e. in Conakry, Kindia and Boke regions.
- Financial assistance was provided to women of the sub-prefectures of Kamsara and Sangaredi (Boke Prefecture) in order for them to celebrate International Women's Day on the 8 March as part of actions to promote socio-economic development in the areas of RUSAL's presence.

For the successful implementation of various social projects in Guinea, RUSAL has created the charitable non-profit "RUSAL – Guinea Foundation". The purpose of the Foundation's activity is to promote and to provide financial support in various charitable projects and events, in humanitarian, cultural, environmental and educational projects, as well as in projects and activities related to healthcare and other areas of public life for the benefit of the population of the Republic of Guinea, territorial entities, state and private organisations.

Owing to the efforts of the "RUSAL – Guinea Foundation", the activities of the Scientific Clinical Diagnostic Centre for Epidemiology and Microbiology in the Kindia region are financed.

Sweden

- Financial support was provided for the Childhood Cancer Foundation.
- Kubal rendered financial support on Christmas to local aid organisations that help vulnerable children.
- Support for KRIS, an organisation that helps criminals to adapt to society, was rendered.
- Support for "Doctors Without Borders" was provided.
- Support for BRIS, an organisation that works to help vulnerable children throughout Sweden, was rendered.

Jamaica

- As part of back-to-school activities, the Company gifted 145 tablets, five laptops and approximately USD 4 million in book vouchers to students in the host communities of St. Ann, St. Catherine, and Manchester.
- In 2021, WINDALCO provided financial assistance towards national initiatives such as "Read Across Jamaica Day" with the purchase of e-books for teachers and students to access literacy-promoting activities.
- Donations to health and educational initiatives through the Sagicor Sigma Foundation.
- Water tanks were gifted to schools and community organisations as part of the observance of World Water Day.
- Financial contribution given to assist with the repairs to the Ewarton Police Station in St. Catherine.

Sweden

- Support to local schools in purchasing teaching materials that relate to environmental work.

Ireland

- Each year, during the week before Christmas, the employees donate some money to local charities to assist those less fortunate in the locality with the costs associated with Christmas. This fundraising allowed over 500 families in the local community to receive hampers of food at Christmas.
- Aughinish Alumina provided support and sponsorship to a large number of local Gaelic Athletics Association Clubs and is the main sponsor for the local soccer club which is located at Aughinish. These clubs provide training for both adults and children in rural communities in hurling, Gaelic football and handball. In addition, Aughinish Alumina sponsored a variety of local sports clubs in the following fields: golf, soccer, tennis, boxing, cycling and triathlon. Aughinish Alumina's employees and their children are active participants in these clubs as players and volunteer trainers. There is also a sports facility within the boundary of the site which includes tennis courts, a basketball/indoor soccer court, and a small gymnasium which is used by employees and members of the local community.

Power segment

En+ Group is the general sponsor of Baikal-Energy (a hockey team) and its youth development programme in the Irkutsk Region.

Cycle parking network in Irkutsk

A network of public cycle parking will appear in Irkutsk, using a special-purpose grant from En+ Group. The project "Veloparkovki for Irkutsk" is aimed at creating bike parking infrastructure in the city to resolve all the issues related to the shortage and inconvenience of bike parking in the city. A total of 21 parking lots are to be arranged in Irkutsk.

AREAS OF FOCUS

GOVERNANCE

CORPORATE GOVERNANCE

Regulations on the Board of Directors
Corporate Code of Ethics
Board of Directors Diversity Policy

Key highlights

7 out of 12
members of the Board were independent directors as at 31 December 2021

>30%
of the Board are women as at 31 December 2021

6
new ESG-related policies approved by the Board

Material topics
- Corporate governance

GRI 103-1, 103-2

Management approach
En+ Group adheres to the high standards of corporate governance. Strong governance is a crucial element for gaining the trust of the Company's stakeholders, attracting new investments and protecting its reputation along with strengthening the Group's competitive position.

The Company's corporate governance system is based on the following principles:
- transparency;
- open and clear decision-making;
- legal compliance;
- cooperation with the stakeholders;
- protection of the environment and health and safety of employees;
- ongoing growth of the Company's value for the benefit of all our stakeholders.

En+ Group aims to continuously improve its corporate governance to correspond to global best practices. In 2021, the Company had no disputes or legal proceedings relating to the compliance with the corporate governance standards and best practices. There were no instances of inappropriate behaviour by the Board members or CEO.

Sustainability is integrated into the Company's corporate governance system. We develop our internal system of corporate documents and policies to cover all the material ESG topics. In 2021, the Company approved six ESG-related policies.

Diversity and Equal Opportunities Policy
The Company understands that maintaining diversity and providing equal opportunities for all of the Group's employees is a key element in raising the effectiveness and achieving the sustainability goals.

Supplier Standards
The Company aims to develop sustainable practices throughout its supply chain and strives to work in cooperation with responsible suppliers, contractors, and other business partners.

Quality Policy
It is fundamental for the Group to ensure high quality at each stage of the product life cycle and improve its quality management system to keep our competitive edge in the market.

Biodiversity Policy
En+ Group understands its responsibility to prevent environmental impacts and protect ecosystems and habitats.

These policies are available on the Company website: www.enplusgroup.com/en/investors/corporate-documents/

Regulations on Information Policy
To maintain its business reputation, the Company strives to disclose transparent and reliable information.

Regulations on Insider Information
En+ Group strives to ensure the security and confidentiality of insider information in order to eliminate the risks of using the information for self-serving purposes and for hurting the Company's reputation.

Corporate governance structure

GRI 102-18, 102-20

The Company's governance structure consists of the general shareholders meeting (the GSM), the Board of Directors with six Board committees, and the CEO[1].

1. RUSAL has its own corporate governance system with a separate Board of Directors and committees.

CORPORATE GOVERNANCE STRUCTURE

The Company's corporate governance structure includes the following key elements

General Shareholders Meeting
The General Shareholders Meeting is the supreme governing body of the Company. By voting at a GSM, shareholders exercise their right to manage the Company and set the vector for its future development.

appoints

Board of Directors
The Board of Directors is responsible to all of En+ Group's stakeholders for the strategic management of the Company. The Board is responsible for the approval of certain matters that affect the shape and risk profile of the Company (see details below).

appoints

CEO
The CEO is responsible for the implementation of En+ Group's long-term development strategy, oversees the day-to-day management and provides communication between the Company and its stakeholders.

reports

Audit and Risk Committee
ensures the effectiveness of the risk management system within the Company.

Corporate Governance Committee
determines values and priorities of the corporate governance system.

Nominations Committee
ensures diversity and inclusion at the Board of Directors.

Remuneration Committee
assists the Board with formation of efficient and transparentt remuneration practices.

Compliance Committee
ensures the reliable functioning of the compliance system within the Group.

Health, Safety and Environment Committee
supports the Board of Directors in developing health, safety and environment strategies and ensures that a sustainability management system is in place.

AREAS OF FOCUS

GRI 102-23

Lord Barker was appointed the Independent Chairman of the Board of Directors in October 2017, and February 2019, he was appointed the Executive Chairman of the Board. In March 2022, Christopher Bancroft Burnham was appointed Chairman of the En+ Board of Directors. The Chairman shall oversee the creation of the necessary conditions for the effective functioning of the Board. Also, the Chairman shall ensure the efficiency of the corporate governance standards and procedures. The basic provisions for the performance of the Board of Directors and its Chairman are set out in the Regulations on the Board of Directors.

This document is available on the Company's website: www.enplusgroup.com/en/investors/corporate-documents/

GRI 102-26

The Board of Directors determines priority areas for the En+ Group development. Core functions and responsibilities of the Board include, inter alia:

- approval of the Company's long-term strategy and objectives, overall management system, consolidated annual budgets, resolutions to issue securities of all types, and prospectuses;
- control over the implementation of strategic goals and objectives;
- recommendations to shareholders on approvals of changes in the structure of the Company's share capital, including reductions in capital and acquisition of treasury shares to maintain their market value.

GRI 102-21

En+ Group interacts with its stakeholders on significant issues, including sustainability aspects. The interaction is organised primarily through the Chairman of the Board of Directors and the Corporate Secretary.

GRI 102-19, 102-31, 102-32, 102-33

The Board of Directors regularly reviews the ESG-related issues. The Health, Safety and Environment Committee (HSE) previews the sustainability issues and provides recommendations and information to the Board of Directors. Meetings of the specialised committees of the Board are held once a quarter or more often as the agenda may require. On average, the Directors consider economic, environmental and social topics ten times a year. Also, the Board of Directors and the HSE are in charge of approving the Company's Sustainability Report.

In 2021, the following sustainability issues were addressed at the meetings of the Board of Directors:

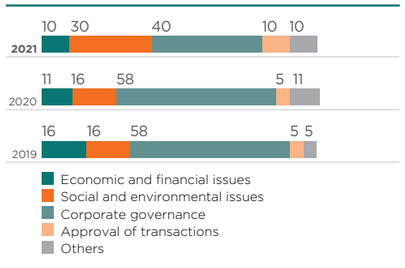
- regular health, safety and environment reports, including the COVID-19 situation, as part of the monitoring and regular evaluation of the Company's performance;
- approval of the Company's climate change ambitions;
- demerger of the high-carbon assets from the Group (the Demerger Plan);
- relevant social support programmes and regional infrastructure programmes;
- issues related to renewable and nuclear energy sources;
- approval of the 2021 annual KPIs for the Company's CEO;
- preliminary approval of the 2021 KPI structure for the Chairman of the Board;
- approval of the Company's 2020 Sustainability Report, including the ESG Databook;
- approval of the Company's Pathway to Net Zero Report;
- approval of the composition of the Board Committees;
- approval of the six new Company's corporate policies: Diversity and Equal Opportunities Policy, Supplier Standards, Quality Policy, Biodiversity Policy, Regulations on Information Policy, and Regulations on Insider Information.

GRI 102-34

Many important sustainability issues were addressed by the Board of Directors in person prior to the COVID-19 pandemic. Since the start of the pandemic, such issues have been discussed via videoconferencing with an opportunity for each Director to provide comments. In 2021, a strategy session was held in Zurich where the Company's top management and external guest speakers discussed the sustainability issues.

GRI 102-28

The nature and number of critical sustainability issues brought escalated to the Board of Directors, %



At the date of this Report, En+ Group is developing a procedure for assessing the performance of the Board members, the Board and its committees.

There are no directors who attended less than 75% of board and applicable committee meetings.

Read more on the Board's responsibilities and Board and Committees attendance in the Annual Report 2021 at pp. 112-138: www.enplusgroup.com/en/investors/results-and-disclosure/annual-reports/

GRI 102-22

Composition of the Board and its committees

As of 31 December 2021, the Board of Directors consisted of 12 members: seven independent non-executive directors, four non-executive directors, and the Executive Chairman of the Board. Following the results of the Annual General Shareholders Meeting held on 26 May 2021, the composition of the Board underwent some changes: there were elected two new independent non-executive directors (Thurgood Marshall Jr. and Zhanna Fokina) and one new non-executive director (Timur Valiev). After the resignation of Anastasia Gorbatova, the new non-executive director, Olga Filina, was elected on 15 December 2021.

Board composition as of 31 December 2021:

Executive Chairman of the Board
Lord Barker

Non-executive directors
Olga Filina
Vadim Geraskin
Elena Nesvetaeva
Timur Valiev

Independent non-executive directors
Christopher Burnham
Zhanna Fokina
Carl Hughes
Joan MacNaughton
Thurgood Marshall Jr.
Andrey Sharonov
Andrey Yanovsky

GRI 102-18

At the date of this Report, the Board of Directors has six committees that assist the Board in exercising its functions. All six committees are advisory bodies, and their primary function is to make recommendations to the Board on the matters falling within their area of expertise.

As of the date thereof, the Board consists of twelve directors, including eight independent non-executive directors and four non-executive directors

AREAS OF FOCUS

GRI 102-22

All members of the Company's Board of Directors posess competencies and experience in ESG, which makes it possible to effectively manage the sustainability issues and pay attention to each ESG aspect when determining the direction of the Company's development.

	A C R	C G	H	R	C R	G H N	C H R	A G N	A H R		A	
	Christopher Bancroft Burnham	Olga Filina	Vadim Geraskin	Elena Nesvetaeva	Timur Valiev	Zhanna Fokina	Thurgood Marshall Jr.	Andrey Sharonov	Andrey Yanovsky	Lyudmila Galenskaya	Steven Quamme	JW Rayde
	Independent Non-Executive Director, Chairman of the Board	Non-executive directors				Independent non-executive directors						
Energy industry	•		•					•				
Strategic management				•					•		•	
Health and safety									•			
Environmental management						•				•		
Legal and corporate governance	•		•		•		•	•			•	
Ethics and compliance	•	•										•
Risk management and audit		•									•	•

Key

- *Committee Chair*
- A *Audit and Risk Committee*
- C *Compliance Committee*
- G *Corporate Governance Committee*
- H *Health, Safety and Environment Committee*
- N *Nominations Committee*
- R *Remuneration Committee*

Committees composition is presendted as at 25 of May 2022. Read more on the composition of the Board in the Annual Report 2021 at pp. 117-123: www.enplusgroup.com/en/investors/results-and-disclosure/annual-reports/

Board diversity

GRI 102-24

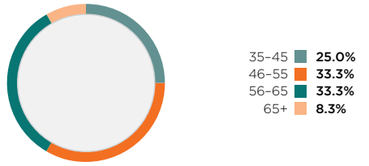
En+ Group recognises the benefits of a diverse structure of the Board and aims to build an inclusive environment to enhance the quality of the Company's performance. Diversity covers various aspects and ranges from gender and age to experience and the Board's area of expertise. The Company strives to comply with the recommendations of the Corporate Governance Code and international best practices for promoting diversity within the Board of Directors. For example, when selecting candidates to the Board of Directors, the Nominating Committee considers the need to promote diversity on the Board. To effectively promote diversity, the Company has had the Board of Directors Diversity Policy in place since 2020.

The Board of Directors Diversity Policy is available on the website: www.enplusgroup/en/investors/corporate-documents/

Board diversity 2021 as at 31 December 2021

Gender diversity, %

Age diversity, %



Training and professional development

GRI 102-27

The approach to training and professional development of the Board members did not change in 2021. As part of the training and professional development activities for the Board of Directors, training sessions on various issues are regularly organised with the involvement of external consultants and analysts, including the joint events with Skolkovo strategy session in Zurich conducted in October 2021. For newly elected Board members there exists an introductory programme that includes:

- meetings with the CEO, the Chairman of the Board of Directors, the Corporate Secretary and top management of the Company;
- familiarisation with the Company's operations and visits to production sites;
- provision of internal documents and reports;
- mandatory training on insider trading, information disclosure and sanctions compliance.

Remuneration

GRI 102-35, 102-36

En+ Group has its Remuneration policy in place that aims to attract qualified specialists and motivate them to achieve the Company's strategic goals as well as create value for the stakeholders. The established remuneration system comprises fixed components, i. e. the base salary, and variable components, i. e. annual bonuses, one-off and target bonus payments, and other payments that are determined based on the performance against the pre-set key performance indicators (KPIs).

In 2021, the remuneration of the key management personnel, including the CEO, amounted to USD 15.4 million. This remuneration includes the base salary in the amount of USD 8.2 million and bonuses in the amount of USD 7.2 million.

All members of the Board, except for the Executive Chairman, are entitled to receive remuneration of EUR 215,000 (c. USD 249,000)[1] gross per annum, paid monthly.

All members of the Board, except for the Executive Chairman, are entitled to receive additional remuneration for serving on a committee or other structural unit of the Board[2]:

- EUR 26,000 (c. USD 30,000)[3] gross per annum for chairing a committee or other structural unit of the Board;
- EUR 18,000 (c. USD 21,000)[4] gross per annum for participation in each committee or other structural unit of the Board as a member.

The aggregate amount of remuneration payable to the Board members in 2021 amounted to USD 10.3 million, excluding social insurance[5].

Read more on remuneration in the Annual Report 2021 at pp. 128-129: www.enplusgroup.com/en/investors/results-and-disclosure/annual-reports/

1. Calculation based on the EUR/USD exchange rate of 1.16 as at 30 December 2021.
2. The CGC members (including the Chairman) do not receive compensation for membership (chairmanship) in the CGC if they simultaneously participate in the NC of the Board and receive relevant compensation for their participation in (chairing) the NC of the Board.
3. Calculation based on the EUR/USD exchange rate of 1.16 as at 30 December 2021.
4. Calculation based on the EUR/USD exchange rate of 1.16 as at 30 December 2021.
5. Mandatory payments (pension provision, mandatory health insurance, etc.) as required by the legislation of Russian Federation.

SYSTEM OF KEY PERFORMANCE INDICATORS

The Company has established the key performance indicators (KPIs) at the CEO level that include not only financial indicators but also those in the area of sustainable development. The established KPIs relate to labour and environmental protection and climate change issues and include both qualitative and quantitative targets.

Climate-related goals

- Approval and disclosure of the Group's climate-related goals
- Development of the action plan to achieve the approved goals
- Preparation of the project on the Company's ecology and long-term climate strategy

HSE & Sustainability

- LTIFR is equal to 0.30 or lower for the employees
- Zero fatalities among the employees and contractors
- Zero environmental incidents in the Power segment

The established KPIs are taken into account in determining the remuneration and apply to all En+ Group employees in accordance with their area of responsibility.

AREAS OF FOCUS

OUR VALUES,
ETHICS AND INTEGRITY

Corporate Code of Ethics, Anti-bribery and Corruption Policy, Human Rights Policy, Diversity and Equal Opportunities Policy

Key Highlights

574
relevant employees' messages received on the Signal hotline in 2021

Information campaign about Signal hotline launched in 2021

En+ did not register any conflicts of interest affecting members of the Board or CEO

Management approach

Status of the goals set in 2020

	Goals for 2021	*Status*	*Results*
1	**APPROVE THE CORPORATE CODE OF ETHICS, ANTI-BRIBERY AND CORRUPTION POLICY,** and the Conflict of Interest Policy at the Group's subsidiaries and affiliates level	Completed	The internal documents were adopted at the En+Group's subsidiaries and affiliates level
2	**APPROVE AND IMPLEMENT THE TASKS, FUNCTIONS, RIGHTS, AND OBLIGATIONS** of the Ethics Officer of the Group's subsidiaries through local regulations	Completed	Key functions of the Ethics Officer were consolidated in the Group's Code of Corporate Ethics and related regulations
3	**CARRY OUT THE AUTOMATION OF THE KNOW YOUR CUSTOMER (KYC) PROCEDURES**	Completed	The automated system performs the assessment of all the Company's counterparties in order to identify any protentional compliance risk
4	**CONTINUE INFORMING EMPLOYEES THROUGH ALL AVAILABLE CHANNELS ON ETHICAL STANDARDS,** approaches to anti-corruption issues, and conflict of interest management	Completed	Awareness campaign on anti-corruption issues, ways to report unfair practices and the Signal hotline was conducted
5	**UPDATE THE EXISTING DISTANCE LEARNING COURSES AND DEVELOP NEW ONEs**	In process	En+ continues to work on the distance learning courses updates and development

Material topics
- Business ethics
- Compliance and anti-corruption

GRI 103-1

En+ Group takes an ethical approach of doing business. The Company's main priority is to respect the rights of its employees, business partners and local communities. We strive to develop a corporate culture based on openness, trust and mutual respect. En+ adheres to the principle of zero tolerance for any forms of harassment or discrimination at the workplace. We expect all the Company's representatives to adhere to our values and ethical standards in their activities. Maintaining a business reputation is an integral aspect of sustainable development, which is why we not only advance responsible business practices within En+ Group but also seek to partner with transparent and reputable companies.

GRI 102-16, 103-2 SASB EM-MM-510A.1

The Company is committed to the highest legal and ethical standards in its operations. We strictly comply with legislative requirements of the countries where we operate, including the Federal Anti-Corruption Law of the Russian Federation, the UK Bribery Act 2010, and the US Foreign Corrupt Practices Law (FCPA).

En+ Group has developed several corporate documents that enshrine our core values and approach to managing ethical issues:
- Corporate Code of Ethics;
- Anti-Bribery and Corruption Policy;
- Conflict of Interest Policy.

In 2021, En+ Group adopted the Corporate Code of Ethics, the Anti-Bribery and Corruption Policy, and the Conflict of Interest Policy at the level of its subsidiaries and affiliates. Internal regulations stipulated the tasks, functions, rights and responsibilities of the Group subsidiaries' ethics officers. We also updated the Anti-Fraud Policy and the Hotline Regulations.

The Company educates its employees on the internal documents in the field of ethics. In addition to familiarisation with the Policies and the Corporate Code of Ethics, En+ Group provides training to its employees on various aspects of business ethics, including the labour law regulations. In 2021, we continued to inform the employees through all available channels about ethical standards and the Company's approaches to anti-corruption and conflict of interest management. The Company developed procedures for identifying and investigating violations of business ethics, followed by the development of corrective measures.

Corporate Code of Ethics

GRI 102-16

The Corporate Code of Ethics declares the Company's commitment to the highest legal and ethical standards is at the core of its business. This document defines the key ethical values and principles of the En+ Group day-to-day operations. Compliance with the Code applies to all the employees as well as is respected in the relations with contractors, customers, and government authorities.

The core ethical values of En+ Group as laid down in the Corporate Code of Ethics:
- respect for personal rights and interests of all employees, customers, and partners;
- responsibility;
- caring for employees;
- honesty and transparency;
- efficiency to achieve maximum results in everything we do;
- fairness and objectivity;
- striving for continuous development.

The Code of Corporate Ethics is available on the Company's website: www.enplusgroup.com/en/investors/corporate-documents/

Anti-Bribery and corruption compliance

SASB EM-MM-510A.1

En+ takes all necessary measures to implement the best anti-corruption practices and consistently adheres to the highest standards of responsible and ethical behaviour. En+ Group has approved the Anti-Bribery and Corruption Policy, and its provisions are applied at all enterprises of the Group and serve as the basis for improving the corporate culture.

Under this document, En+ declares zero tolerance for bribery and corruption. The policy establishes key principles, procedures and specific measures aimed at countering corruption and ensuring compliance with the anti-corruption laws by the Group, employees and third persons. The Company also informs its employees about the anti-corruption issues, ways to report unfair practices and importance of the existing procedures for declaring conflicts of interest.

The Anti-Bribery and Corruption Policy is available on our website: www.enplusgroup.com/en/investors/corporate-documents/

GRI 205-1

Corruption-related are assessed and managed by the Company as part of its overall risk management system. En+ Group seeks to eliminate any compliance risks not only within the Company but also when interacting with its counterparties. To this end, the Company has introduced and automated the Know Your Customer procedures. The automated system processes data on each counterparty and assesses them for the presence of compliance risks, with the consequence that the counterparties are assigned a risk tag. After the assessment En+ develops and implements the measures to mitigate the identified risks as well.

Conflict of interest and the Signal hotline

GRI 102-17, 102-25

The Company pays special attention to the conflict of interest, it often being a cause of corruption offences. En+ Group has had the electronic system for annual collection of conflict-of-interest declarations in place since 2020. This solution helps the Ethics Officer to identify any potential conflicts of interest in the Group subsidiaries and generate reports based on the declarations received. In 2021, En+ did not register any conflicts of interest affecting the Board members or CEO.

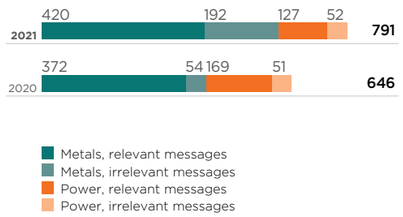
GRI 102-27

En+ Group operates the 24/7 Signal hotline for the employees and stakeholders, designed to interact on issues related to ethics violations, corruption and other illegal actions.

All the stakeholders may contact the hotline confidentially and anonymously. The Company has its own Regulation governing the hotline operation in place that sets out procedures for recording, processing and storing the data on the incoming applications. In 2021, En+ updated this document. The Company's stakeholders can get advice on the appropriate compliance with the Corporate Code of Ethics:

- calls can be made via the hotline number +7 (800) 234-56-40
- emails to be sent to signal@enplus.ru

Employees' messages on the Signal hotline, 2020–2021, number



GRI 205-2

En+ conducts an ongoing awareness campaign to promote this channel of communication and engage all the stakeholders in the continuous improvement of the corporate culture. In 2021, the number of applications to the hotline decreased. We attribute this to our active work on informing the employees and external stakeholders about the goals of the hotline to reduce the number of irrelevant messages.

INFORMATION CAMPAIGN TO PROMOTE THE SIGNAL HOTLINE

In 2021, En+ Group launched its awareness campaign about the Signal hotline to raise awareness among the employees and external stakeholders of the ethics feedback tools available to them. The Company developed an awareness plan. The key activities include:

- informing the Group's contractors about the Signal hotline, including adding information about the hotline in contracts and on the Company's website in the section for suppliers;
- placing information on the ethical principles and contacts of the Signal hotline on the screens of the employees' computers;
- sending email messages to the employees regarding the ethical principles and hotline contact information on the Signal hotline;
- producing and distributing promotional materials (information posters, pocket calendars);
- publishing articles about the Signal hotline and ethical issues in the corporate newspaper and installing digital postures at the Company's enterprises.

RISK MANAGEMENT AND INTERNAL CONTROL

Corporate Code of Ethics
Anti-bribery and Corruption Policy

Key highlights

Risk matrix for 2021 with detailed measures to manage the risks was developed

Training materials on the basics and goals of the risk management system were published

Increased employee awareness about the risk management measures due to the risk management training conducted

The internal risk management regulations were updated

Material topics

- Corporate governance

Management approach

GRI 102-29, 102-30

En+ Group understands its responsibility to manage possible risks and opportunities related to its business, including sustainability risks and opportunities. All the Company's employees are involved in the risk management system. The Board is responsible for the efficiency of En+ Group's financial and economic activities. The Board also maintains and analyses the effectiveness of the risk management and internal control system. In the risk management, En+ Group strives to consider its stakeholders' needs and concerns while assessing the Company's economic, environmental and social impacts.

GRI 102-30

The Company established the Audit and Risk Committee (A&RC) under the Board of Directors. The Committee assists the Board of Directors in reviewing En+ Group's financial statements, oversees the effectiveness of the risk management and internal control system, monitors internal and external audits, and performs other functions as instructed by the Board.

GRI 103-2, 103-3

The Company's structure includes the Internal Audit Directorate (IAD) independent of the management. The Directorate assists the A&RC and the Board in supervising the Group's financial and business activities and regularly reports to them on the results of scheduled and unscheduled audits, revealed weak spots in the internal control system, recommended corrective measures, identified risks with respective financial implications and measures to minimise such risks.

Internal control system (ICS)

En+ Group's internal control system is designed to protect the En+ Group assets, ensure its profit maximisation, compliance with applicable laws and regulations and keep proper accounting records. Responsibility for the effective implementation and maintenance of the ICS is assigned to the Control and Internal Audit Directorate.

The key areas of the IAD operation include:

- operational and financial control;
- compliance control;
- regulation of business processes;
- development and implementation of the ICS improvement projects.

On a regular basis, the IAD takes measures to improve the ICS. In 2021, it enhanced the efficiency of commercial activities and developed and implemented the regulatory instruments to improve the ICS.

Read more on the internal control system in the Annual Report 2021 at pp. 104-109: www.enplusgroup.com/en/investors/results-and-disclosure/annual-reports/

Risk management framework

GRI 102-11, 102-15

The risk management system was established at En+ Group to ensure continuous and sustainable development of the Company's business and to reduce possible threats of non-compliance with the internal corporate governance standards. It constitutes an integral part of the Company's internal control system and corporate governance system. The risk management system is based on the precautionary principle followed in terms of every aspect of the Company's activities.

The risk management system helps the Company assess the probability and financial implications of changes in the external and internal environmental risks

arising in the course of financial and economic activities of En+ Group, reveal those changes and control them. Risk management is based on the vertical principle, which consists in revealing business process risks of individual enterprises and subsequently aggregating risk assessments at the segment level initially and at the corporate level onwards. This enables the Company to consider the risks jointly, obtain an integrated risk profile and efficiently manage the risks throughout the Group.

Risk management is carried out in accordance with the regulatory instruments that establish the procedure of functioning and responsibilities of all the participants to the risk management process.

The Company evaluates the effectiveness of the risk management system engaging external consultants or the Control and Internal Audit Directorate, as requested by the management. In 2021, En+ Group took actions to improve its risk management system that included steps developed following the reviews carried out by external consultants in 2020.

Risk identification

As part of its strategic and business planning and risk management, En+ Group assesses the impact of macroeconomic factors that ought to be taken into account when developing its strategy on the Company's key risks. These include, among other things, technological, demographic and climate-related changes and possible market and regulatory responses to them.

- IDENTIFICATION OF ALL RISKS THAT MAY AFFECT THE IMPLEMENTATION OF THE COMPANY'S BUSINESS PLAN
- INCLUSION OF IDENTIFIED RISKS IN THE RISK MATRIX

- ASSESSMENT OF IDENTIFIED RISKS ACCORDING TO THREE PARAMETERS:
- PROBABILITY
- FINANCIAL ASSESSMENT
- POTENTIAL DAMAGE

- SELECTION OF RISK MANAGEMENT METHOD AND DEVELOPMENT OF MEASURES TO MITIGATE RISKS

- RISK MONITORING AND QUARTERLY UPDATING OF THE RISK MATRIX

En+ Group's key sustainability risks

GRI 102-15

At risk identification, the Company takes into account the risks that may interfere with its business plan. The A&RC assesses the key risks to which the Company is exposed. All risks that may have a negative impact on the implementation of the business plan and correspond to a given level of risk appetite of the Company are included into the Corporate Risk Matrix of the Company. For all the risks revealed, the Company chooses a risk management method and prepares the risk mitigation measures. En+ Group monitors the risks and results of the risk management process (including the performance of actions) and updates the risk matrix quarterly.

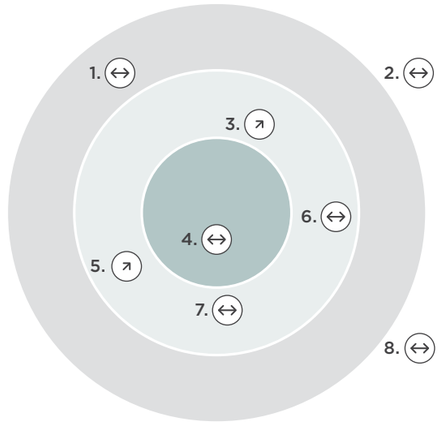
En+ Group's key sustainability risks

Impact of the risk on the Company's activities

- *Low*
- *Medium*
- *High*

Change in risk impact during 2021

- *Increased impact*
- *No change*
- *Lower impact*



1. Risks related to occupational health and safety
2. Climate-related transition risks
3. Financial risks
4. Legislative and regulatory risks
5. Legal risks
6. Environmental risks
7. Force-majeure risks
8. Climate-related physical risks

Risks	Description	Group of risks	Actions
Environmental risks	Sanctions and fines in case of soil, water basin or air pollution due to equipment failure or human factor Suspension of activity or cancellation of the permit to operate	External and internal risks	• to implement the Group's environmental management system • to systematically apply the principles of the Group's environmental policy in planning and implementing its environmental strategy • to carry out an environmental audit and industrial environmental control • to interact with national and local government authorities on any changes in the environmental legislation • to include environmental indicators in the KPIs of the Company's executives
Legislative and regulatory risks	Implications caused by changes in the legislation or its enforcement both in Russia and internationally, including antitrust and tariff regulation, licensing and approval, environmental, occupational health and safety regulation	External and internal risks	• to monitor regulatory changes and interact with regulatory bodies accordingly
Force-majeure risks – natural disasters, large-scale accidents, epidemics	Risks of significant damage to production facilities and suspension/discontinuation of the Company's operations due to natural disasters, epidemics and terrorist attacks	External and internal risks	• to carry out scenario planning and develop rapid response measures • to implement a set of organisational and practical measures to secure the facilities • to maintain continuous anti-virus activities until the cease of the COVID-19 pandemic
Legal risks	Possible losses as a consequence of lawsuits filed by the Group's counterparties and shareholders	Commercial and operational risks	• to exercise legal defence for the claims brought against • to negotiate with plaintiffs
Risks related to occupational health and safety	Serious accidents among the employees or contractors and possible damage to the property due to human factor, equipment failure and problems in work organisation	Commercial and operational risks	• to draft regulatory instruments • to arrange staff training and control over compliance with the requirements for complex and hazardous types of work • to carry out compliance checks in terms of the occupational health and safety requirements by supervisory authorities
Climate-related risks	Financial or reputational impact of regulatory, technological and market changes	Transition risks	• to continuously monitor regulatory, technological and market changes and to take a proactive approach to respond to them
	Negative impact of climate change on the Group's operations, including water supply and temperature fluctuations	Physical risks	• to implement business and scenario planning, climate research and analysis

Read more on climate-related risks in the Taskforce on Climate-Related Financial Disclosure (TCFD) sections at pp. 70-74
Read more on key business risks in the Annual Report 2021 at pp. 107-108: www.enplusgroup.com/en/investors/results-and-disclosure/annual-reports/

APPENDIX

ADDITIONAL DATA

KEY ECONOMIC AND FINANCIAL RESULTS

GRI 102-7, 103-3

Table 1. Key economic results, USD mn

	As at or for the year ended 31 December		
	2019	2020	2021
Revenues	11,752	10,356	**14,126**
Gross profit	2,879	2,548	**4,952**
Gross profit margin	24.5%	24.6%	**35.1%**
Results from operating activities (EBIT)	976	1,010	**2,898**
Operating profit margin	8.3%	9.8%	**20.5%**
Pre-tax profit	1,580	1,125	**4,138**
Profit for the year	1,304	1,016	**3,534**
Net profit margin[1]	11.1%	9.8%	**25.0%**
Adjusted EBITDA[2]	2,127	1,861	**3,992**
Adjusted EBITDA margin[3]	18.1%	18.0%	**28.3%**
Net debt[4]	10,204	9,826	**8,581**
Net working capital[5]	2,042	1,614	**2,753**
Free cash flow[6]	1,614	968	**1,705**
Basic earnings per share[7]	1.356	1.320	**4.264**
Equity attributable to shareholders of the Company	4,330	3,156	**5,775**

1. Net profit margin for any period represents net profit or loss for the relevant period divided by total revenues for the relevant period and expressed as a percentage, in each case attributable to the Group, the Power segment or the Metals segment, as the case may be.
2. Adjusted EBITDA for any period represents the results from operating activities adjusted for amortisation and depreciation, impairment of non-current assets and gain/loss on disposal of property, plant and equipment for the relevant period, in each case attributable to the Group, the Power segment or the Metals segment, as the case may be.
3. Adjusted EBITDA margin for any period represents adjusted EBITDA for the relevant period divided by total revenues for the relevant period and expressed as a percentage, in each case attributable to the Group, the Power segment or the Metals segment, as the case may be.
4. Net debt represents the sum of loans and borrowings and bonds outstanding less total cash and cash equivalents as at the end of the relevant period, in each case attributable to the Group, the Power segment or the Metals segment, as the case may be.
5. Net working capital represents inventories plus short-term trade and other receivables (excluding dividend receivables from related parties) less trade and other payables as at the end of the relevant period, in each case attributable to the Group, the Power segment or the Metals segment, as the case may be.
6. Free cash flow means, for any period, the cash flows generated from operating activities less net interest paid, capital expenditures, restructuring fees and other payments related to issuance of shares, adjusted for payments from settlement of derivative instruments plus dividends from associates and joint ventures
7. The earnings per share calculation is based on a weighted average number of shares of 502 million and 518 million in 2021 and 2020 respectively.

GRI 201-1

Table 1. Direct economic value generated and distributed, USD mn[1]

	Metals segment			Power segment			En+ Group		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
Direct economic value generated	**13,844**	9,575	11,425	**3,155**	2,720	3,027	**15,993**	11,388	13,503
Revenue	**11,994**	8,566	9,711	**3,138**	2,697	2,989	**14,126**	10,356	11,752
Share of profits of associates and joint ventures	**1,807**	976	1,669	**(5)**	(5)	-	**1,802**	971	1,669
Interest income on loans	**43**	33	45	**22**	28	38	**65**	61	82
Economic value distributed	**(10,496)**	(8,198)	(9,047)	**(2,444)**	(2,185)	(2,515)	**(12,080)**	(9,508)	(10,551)
Operating costs	**(9,502)**	(7,431)	(8,064)	**(1,705)**	(1,534)	(1,741)	**(10,340)**	(8,087)	(8,789)
including employee wages	**(723)**	(624)	(645)	**(447)**	(399)	(413)	**(1,170)**	(1,023)	(1,058)
Retirement costs	**(196)**	(160)	(179)	**(80)**	(70)	(79)	**(276)**	(230)	(258)
Community investments	**(45)**	(63)	(31)	**(10)**	(8)	(10)	**(55)**	(71)	(41)
Payments to providers of capital	**(364)**	(459)	(581)	**(338)**	(326)	(401)	**(709)**	(788)	(987)
including dividends paid	**-**	-	-	**-**	-	-	**-**	-	-
including financial expenses	**(364)**	(459)	(581)	**(338)**	(326)	(401)	**(709)**	(788)	(987)
Payments to the government by country	**(389)**	(85)	(192)	**(311)**	(247)	(284)	**(700)**	(332)	(476)
including income tax[2]	**(339)**	(43)	(162)	**(230)**	(180)	(207)	**(569)**	(223)	(369)
Economic value retained: 'direct economic value generated' less 'economic value distributed'	**3,348**	1,377	2,378	**711**	535	512	**3,913**	1,880	2,952

1. All differences in the data of the Metals and Power segments for 2019 and 2020 from the data presented in the reports of previous years are related to the recalculation of data using the updated methodology.
2. Payments to the Government do not include deferred taxes, including their impact for the reporting period.

APPENDIX

CORPORATE GOVERNANCE

GRI 405-1

Table 2. Board diversity, %

	2019	2020	2021[1]
GENDER DIVERSITY:			
Female	33	33	**33**
Male	67	67	**67**
Age:			
35–45	17	8	**25**
46–55	33	42	**33.3**
56–65	42	42	**33.3**
65+	8	8	**8.3**
Tenure:			
1–3 years	92	92	**92**
4–9 years	8	8	**8**
10+ years	0	0	**0**

GRI 405-1

Table 3. Executive team diversity, %

	2019	2020	2021[1]
Gender diversity:			
Female	23	25	**21**
Male	77	75	**79**
Age:			
35–45	46	50	**43**
46–55	38	42	**50**
56+	15	8	**7**
Tenure:			
1–3 years	85	33	**29**
4–9 years	15	8	**14**
10+ years	0	58	**57**

ETHICS AND INTEGRITY

GRI 102-17

Table 4. Employees' messages on the Signal hotline, number

	2020			2021		
	Metals segment	Power segment	En+ Group	Metals segment	Power segment	En+ Group
Total	426	220	646	**612**	**179**	**791**
Relevant messages	372	169	541	**420**	**127**	**547**
Irrelevant messages	54	51	105	**192**	**52**	**244**

SUPPLY CHAIN MANAGEMENT

GRI 204-1

Table 5. Total volume of purchases from local suppliers, USD mn[2,3]

	2019		2020		2021[4]	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Total volume of purchases		8,205.5		7,354.6		**9,018.7**
	7,799.6	405.9	6,880.7	473.8	**8,574.1**	**444.6**
Share of purchases from local suppliers		35%		36%		**34%**
	32%	75%	33%	74%	**32%**	**76%**

1. As at 31 December 2021.
2. Calculated based on USD/RUB average exchange rate of USD 72.14 per rouble for 2020.
3. Due to the clarification of the volume of purchased goods and services for the Metals Segment (Aluminum Division), the data for 2019-2020 were revised.
4. Calculated based on USD/RUB average exchange rate of USD 73.65 per rouble for 2021

CLIMATE LEADERSHIP

GRI EU1

Table 6. Power segment's installed capacity by primary energy source, 2021

	Hydropower plants, GW	Combined heat and power plants, GW	Solar power plant, MW
Installed capacity	15.1	4.3	5.2

GRI EU2

Table 7. Power segment's net energy supply[1], GJ

	2019	2020	2021
Electricity supply	270,899,460	287,627,662	**316,499,624**
Heat energy supply	115,021,479	113,015,778	**119,772,801**

GRI 302-1 b | EU Taxonomy | SASB EM-MM 130 a.1, SASB IF-EU-000.E

Table 8. Energy consumption, GJ

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Electricity consumption	240,982,175	4,400,157	241,589,995	4,133,410	**242,441,972**	**4,274,571**
Total Electricity consumption		245,382,332		245,723,405		**246,716,543**
Heat consumption	3,111,020	1,398,260	2,939,793	1,329,869	**3,399,160**	**1,310,731**
Total Heat consumption		4,509,280		4,269,662		**4,709,891**
Fuel consumption from non-renewable sources	202,228,795	253,572,917	212,620,938	246,286,350	**232,231,792**	**252,852,520**
Fuel consumption from renewable sources	1,473,079	337,415	505,055	142,881	**631,911**	**165,810**

Table 9. Metals segment fuel consumption by type

Type	2019	2020	2021
Natural gas, billion cubic m	2.9	3.1	**3.6**
Heavy oil, million tonnes	0.57	0.61	**0.67**
Coal, million tonnes	3.47	3.62	**3.56**
Diesel, million tonnes	0.10	0.09	**0.10**
Other[2], million tonnes	0.08	0.04	**0.06**

SASB EM-MM-130a.1

Table 10. Energomix of energy consumption for primary aluminium production, %

	2019	2020	2021
Hydropower	98.31	98.55	**98.77**
Nuclear	0.05	0.02	**0.01**
Wind	0.54	0.57	**0.58**
Fossil fuels	1.10	0.87	**0.64**

1. Hereinafter all differences in the data for 2019 and 2020 in the Climate Leadership section from the data presented in the reports of previous years are related to the recalculation of data using the updated methodology.
2. In 2019 the figures include gasoline, kerosene, and LNG, coke, charcoal, and biofuel.

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GRI 302-1 SASB EM-MM-130a.1

Table 11. Energy consumption from non-renewable sources by fuel types used, GJ

	2019	2020	2021
Natural gas	145,758,990	153,673,640	**175,355,705**
Heavy oil	23,395,717	25,123,143	**27,535,025**
Coal	279,647,635	274,083,117	**275,023,875**
Petrol	220,478	188,579	**260,035**
Kerosene	6,052	6,054	**6,313**
Propane and butane	236,814	184,628	**456,379**
Diesel fuel	6,216,595	5,947,976	**5,947,975**
Coke	319,432	243,699	**499,004**

GRI 302-1

Table 12. Energy consumption from renewable sources by fuel types used, GJ

	2019	2020	2021
Charcoal	985,817	246,442	**456,002**
Waste wood	487,262	258,613	**175,910**
Bark waste	337,416	142,881	**165,810**

GRI 302-1 EU Taxonomy

Table 13. Energy sales, GJ

Type of energy	2019	2020	2021
Electricity sold	270,899,459	287,627,662	**316,499,624**
Heating sold	115,021,479	113,015,778	**119,772,801**
Cooling sold	0	0	**0**
Steam sold	0	0	**0**

GRI EU2

Table 14. Power segment net energy supply by energy source

		Electricity, GWh			Heat energy, ths Gcal		
		2019	2020	2021	2019	2020	2021
Non-renewable	Coal	9,758	9,041	**8,788**	21,793	21,339	**22,230**
	Natural gas	1,525	1,612	**1,715**	5,698	5,673	**6,397**
	Petroleum products	0	0	**0**	0	0	**0**
	Nuclear power	0	0	**0**	0	0	**0**
Renewable	Biomass	0	0	**0**	0	0	**0**
	Solar	6	5	**6**	0	0	**0**
	Wind	0	0	**0**	0	0	**0**
	Geothermal	0	0	**0**	0	0	**0**
	Hydropower	63,960	69,239	**77,408**	0	0	**0**

SASB IF-EU-240a.1

Table 15. Average retail electricity tariff for (1) the residential, (2) commercial and (3) industrial enterprises, RUB/kWh

	2019	2020	2021
Residential	0.88	0.91	**0.93**
Commercial	2.74	2.83	**2.99**
Industrial	2.62	2.74	**2.85**

SASB IF-EU-240a.3

Table 17. The number of power outages by household consumers for non-payment, the proportion of repeated connections within 30 days[1]

	2019	2020	2021
The number of power outages by household consumers for non-payment	1,433	355	**1,963**
The proportion of repeated connections within 30 days, %	22%	22%	**22%**

SASB IF-EU-550a.2

Table 19. The Average System Interruption Duration Index (SAIDI), the Average System Interruption Frequency Index (SAIFI) and the Interruption Duration Index (CAIDI)

	2019	2020	2021
SAIDI	1.20	1.03	**1.45**
SAIFI	0.53	0.48	**0.66**
CAIDI	2.28	2.16	**2.22**

SASB IF-EU-240a.2

Table 16. The average cost of (1) 500 kWh and (2) 1000 kWh of electricity for household consumers per month, RUB

	2019	2020	2021
500 kWh	518.38	539.40	**564.08**
1000 kWh	1,032.43	1,074.94	**1,125.43**

SASB IF-EU-420a.2

Table 18. The share of delivered electricity serviced by smart grid technology[2], %

2019	2020	2021
41	47	**49**

1. The data is only for Volgaenergo Group of Companies.
2. According to the U.S. Energy Independence Act of 2007, smart grid technologies of Power segment include smart technologies for metering technologies which provide timely information and control options to customers.

APPENDIX

Table 20. Physical risks

Physical risk	Risk factor	Scenario	Region of exposure	Impact in time horizon: Short term 2022	Impact in time horizon: Medium-term 2022–2025	Impact in time horizon: Long-term 2025–2050	Probability[1]
Infrastructure disruption (underflooding of quarries)	abnormal precipitation	●	Komi Republic	●	●	●	Low
			Republic of Guinea	●	●	●	Medium
		●	Komi Republic	●	●	●	Low
			Republic of Guinea	●	●	●	High
		●	Republic of Guinea	●	●	●	High
			Komi Republic	●	●	●	Low
Infrastructure disruption		●	Krasnoyarsk region	●	●	●	Low
		●	Republic of Guinea Nizhny Novgorod region Irkutsk region	●	●	●	Low
		●	Republic of Guinea Nizhny Novgorod region Irkutsk region	●	●	●	Low
			Krasnoyarsk region	●	●	●	Medium
Supply disruptions	abnormal precipitation	●	Armenia	●	●	●	Low
		●		●	●	●	Low
		●		●	●	●	Low
	strong wind	●	Jamaica	●	●	●	Low
		●		●	●	●	Low
		●		●	●	●	Low
Reduced productivity	abnormal heat	●	Krasnoyarsk region Republic of Guinea	●	●	●	Medium
		●	Krasnoyarsk region	●	●	●	Medium
			Republic of Guinea	●	●	●	High
		●	Krasnoyarsk region	●	●	●	Medium
			Republic of Guinea	●	●	●	High
Equipment damage/loss	abnormal frosts	●	Irkutsk region	●	●	●	Low
		●		●	●	●	Low
		●		●	●	●	Low
Halt in production	abnormal precipitation deficits	●	Irkutsk region	●	●	●	Low
		●		●	●	●	Low
		●		●	●	●	Low
Breaching of the integrity of production facilities	abnormal precipitation	●	Irkutsk region	●	●	●	Low
		●		●	●	●	Medium
		●		●	●	●	Low
Main building's roof collapse	abnormal snowfall	●	Irkutsk region	●	●	●	Low
		●		●	●	●	Low
		●		●	●	●	Low

SSP126 - ●
SSP245 - ●
SSP585 - ●
● - insignificant impact, ● - significant impact (based on a qualitative risk assessment)

1. Based on a qualitative risk assessment scale: low (less than 20%), medium (20–60%), high (60–100%) probability.

Table 21. Transition risks

Risk	Risk factor	Scenario	Assets under exposure: Metals segment	Assets under exposure: Power segment	Impact in time horizon: Short-term 2022	Impact in time horizon: Medium-term 2022–2025	Impact in time horizon: Long-term 2025–2050	Probability within the scenario analysis[1]
RISK CATEGORY: POLICY AND LEGAL								
Expenses related to the purchase of offsets	Setting the national carbon price and creating a regional inventory of GHG emissions	●	Applicable to En+ Group		●	●	●	High
		●			●	●	●	Medium
		●			●	●	●	Low
Additional tax burden due to the CBAM introduction	Introduction of CBAM	●			●	●	●	High
		●			●	●	●	High
		●			●	●	●	High
Costs of arranging measures to adapt to and to minimise the impact of the global climate change	Approval of the national action plan for adaptation to climate change	●			●	●	●	Medium
		●			●	●	●	High
		●			●	●	●	High
Reduction in demand for non-green electricity due to the introduction of CBAM	Introduction of CBAM	●		+	●	●	●	High
		●		+	●	●	●	Medium
		●		+	●	●	●	Low

SSP126 - ●
SSP245 - ●
SSP585 - ●
● - insignificant impact, ● - significant impact (based on a qualitative risk assessment)

1. Based on a qualitative risk assessment scale: low (less than 20%), medium (20–60%), high (60–100%) probability.

APPENDIX

Risk	Risk factor	Scenario	Assets under exposure: Metals segment	Assets under exposure: Power segment	Impact in time horizon: Short-term 2022	Impact in time horizon: Medium-term 2022–2025	Impact in time horizon: Long-term 2025–2050	Probability within the scenario analysis[1]
RISK CATEGORY: TECHNOLOGY								
Capital expenditure on the transition to energy-efficient and energy-saving solutions in production processes	High carbon intensity of manufacturing processes	•	Applicable to En+ Group		◦	•	•	High
		◦			◦	•	•	Medium
		•			◦	•	•	Low
Decrease in demand for the Company's products in the European markets	Reorientation of aluminium exports to Asian markets	•	+		•	•	•	High
		◦	+		•	•	•	Medium
		•	+		•	•	•	Low
Reduction or absence of additional government investments to reduce GHG emissions	Investment restriction for hydro generation facilities	•		+	◦	•	•	Medium
		◦		+	◦	•	•	Medium
		•		+	◦	•	•	Low
Failure to achieve the declared impeller performance of hydraulic units within the New Energy programme	Implementation of the New Energy programme	•		+	•	•	•	Low
		◦		+	•	•	•	Low
		•		+	•	•	•	Low
Increasing the carbon intensity of production by using Elegaz-insulated circuit breakers	Replacement of switching equipment	•		+	◦	◦	•	Low
		◦		+	◦	◦	•	Low
		•		+	◦	◦	•	Low
RISK CATEGORY: REPUTATION								
Reduced investment appeal of the Company	Negative perception of the Company by investors, independent shareholders, local communities	•	Applicable to En+ Group		◦	◦	•	High
		◦			◦	◦	•	Medium
		•			◦	◦	•	Low
Sludge overflow that entails costs on eliminating the consequences of the accident and paying a fine	Level overflow on sludge fields	•	+		•	•	•	High
		◦	+		•	•	•	Medium
		•	+		•	•	•	Medium
RISK CATEGORY: MARKET								
Reduced product margins and competitiveness due to high carbon footprint	Lower demand for high-carbon generation	•	Applicable to En+ Group		◦	•	•	High
		◦			◦	•	•	Medium
		•			◦	•	•	Low
Lower demand for coal products	Transition to low-carbon economic development	•		+	◦	•	•	High
		◦		+	◦	•	•	Medium
		•		+	◦	•	•	Low

SSP126 - •
SSP245 - ◦
SSP585 - •
◦ - insignificant impact, • - significant impact (based on a qualitative risk assessment)

1. Based on a qualitative risk assessment scale: low (less than 20%), medium (20–60%), high (60–100%) probability.

ENVIRONMENTAL STEWARDSHIP

Table 22. Total environmental protection costs, USD mn[1]

	Metals segment	Power segment	En+ Group
PCB management	0.2	0	0.2
Other expenditures for environmental protection	1.8	1.1	2.9
Waste management	50.6	0.7	51.3
Environmental equipment maintenance	3.9	3.6	7.4
Land rehabilitation	1.3	0.6	1.9
Water protection	10.5	7.7	18.2
Atmospheric air protection	69.9	3.1	73.0
TOTAL	**138.2**	**16.7**	**154.9**

GRI 307-1

Table 23. Non-compliance with environmental laws and regulations

	2019			2020			2021		
	Metals segment	Power segment	En+ Group	Metals segment	Power segment	En+ Group	Metals segment	Power segment	En+ Group
Total number of significant violations of the environmental legislation	0	0	0	0	0	0	**0**	**0**	**0**
Total number of instances of the imposition of non-financial sanctions	0	0	0	0	0	0	**0**	**0**	**0**
Total number of cases brought through dispute resolution in connection with violation of the environmental legislation	4	0	4	0	0	0	**0**	**10**	**10**

1. Total payments and expenditures may differ from the sums of the components due to rounding.

APPENDIX

Emissions

GRI 305-7 SASB EM-MM-120a.1

Table 24. Metals segment's emissions[1,2], kt

Pollutant	2019	2020	2021
Carbon Monoxide (CO)	232.2	238.7	**245.3**
PM (excl. Fsolid, tarry substances, B(a)P)	37.3	36.3	**35.9**
Sulphur dioxide (SO_2)	42.0	40.1	**45.2**
Sum of nitric oxides as nitrogen dioxide (NO_2)	19.5	20.1	**22.7**
Total fluoride (gaseous and solid fluoride)	6.6	6.4	**6.0**
Other emissions[3]	8.4	9.3	**10.0**
Volatile organic compounds (VOCs)	1.6	1.5	**1.2**
Benzopyrene	0.0039	0.0041	**0.0038**

GRI 305-7

Table 25. Power segment's emissions, kt

Pollutant	2019	2020	2021
Nitric oxides (NO_X)	48.3	47.1	**45.7**
Sulphur oxides (SO_X)	192.7	189.8	**160.5**
Persistent organic pollutants (POP)	0.0	0.0	**0.0**
Volatile organic compounds (VOC)	0.4	0.4	**0.4**
Particulate matter (PM) (excl. Fsolid, B(a)P, Pb, Hg)	60.7	56.3	**58.3**
Other standard categories of air emissions identified in relevant regulations[4]	8.2	8.9	**9.3**

SASB IF-EU-120a.1

Table 26. Power segment's share of air emissions in or near areas of dense population, %

Pollutant	2019	2020	2021
Nitric oxides (NO_X)	94.0	93.4	**93.2**
Sulphur oxides (SO_X)	97.7	97.8	**97.8**
Particulate matter (PM)	89.6	86.8	**87.8**
Lead (Pb)	1.0	1.0	**1.0**
Mercury (Hg)[5]	0.0	0.0	**0.0**
TOTAL	**94.2**	**93.6**	**93.6**

1. All differences in the data on emissions of the Metals and Power segments for 2019 and 2020 from the data presented in the reports of previous years are related to the recalculation of data using the updated methodology.
2. The data for the Friguia Bauxite and Alumina Complex, which may be material for the 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, SO2 emissions are estimated at 3.8 thousand tons.
3. This category includes all pollutants specified by Russian legislation, with the exception of CO and of those pollutants already presented in this table.
4. This category includes all pollutants specified by Russian legislation (including CO), with the exception of those pollutants already presented in this table.
5. Mercury emissions are not typical for the main production units of the Company.

Water

GRI 303-3 SASB IF-EU-140a.1, SASB EM-MM-140a.1

Table 27. Water withdrawal[1], mn m^3

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Total water withdrawal, including:	177.9	700.6	176.8	705.0	**178.4**	**723.5**
Surface water	110.8	493.2	110.1	505.2	**121.2**	**543.3**
Ground water	13.7	36.7	20.7	35.2	**4.0**	**33.9**
Public networks	17.7	170.7	17.7	164.6	**14.3**	**146.2**
Seawater	22.9	0.0	22.8	0.0	**23.0**	**0.0**
Other	12.8	0.0	5.4	0.0	**15.9**	**0.0**
Fresh water withdrawal, including	155.0	693.5	154.0	698.0	**155.4**	**716.7**
Surface water	110.8	493.2	110.1	505.2	**121.2**	**543.3**
Ground water	13.7	29.7	20.7	28.2	**4.0**	**27.1**
Public networks	17.7	170.7	17.7	164.6	**14.3**	**146.2**
Other	12.8	0.0	5.4	0.0	**15.9**	**0.0**
Total water withdrawal from all areas with water stress, including	2.2	4.7	0.6	4.5	**1.1**	**4.4**
Surface water	2.0	0.7	0.4	0.8	**1.0**	**0.7**
Ground water	0.0	0.0	0.0	0.0	**0.0**	**0.0**
Public networks	0.1	4.0	0.1	3.6	**0.1**	**3.6**
Seawater	0.0	0.0	0.0	0.0	**0.0**	**0.0**
Other	0.0	0.0	0.0	0.0	**0.0**	**0.0**
Fresh water withdrawal from all areas with water stress, including	2.2	4.7	0.6	4.5	**1.1**	**4.4**
Surface water	2.0	0.7	0.4	0.8	**1.0**	**0.7**
Ground water	0.0	0.0	0.0	0.0	**0.0**	**0.0**
Public networks	0.1	4.0	0.1	3.6	**0.1**	**3.6**
Seawater	0.0	0.0	0.0	0.0	**0.0**	**0.0**
Other	0.0	0.0	0.0	0.0	**0.0**	**0.0**
Percentage of water withdrawal from all areas with water stress, %	1.2	0.7	0.3	0.6	**0.6**	**0.6**

1. Water withdrawal excludes quarry, mine, drainage, storm, and other waters, which are not used in the production process. Total indicators may differ from the sums of the components due to rounding.

APPENDIX

GRI 303-5 SASB IF-EU-140a.1, SASB EM-MM-140a.1

Table 28. Water consumption[1], mn m³

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Total water consumption	94.2	472.5	103.8	470.9	**107.5**	**481.1**
Total water consumption from all areas with water stress	0.0	4.7	0.3	4.5	**1.0**	**4.4**
Change in water storage	N/A	0.0	N/A	0.0	**N/A**	**0.0**
Percentage of water consumption from all areas with water stress, %	0.0	1.0	0.3	1.0	**1.0**	**0.9**

GRI 303-4

Table 29. Water discharge[2], mn m³

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Total water discharge	59.8	487.0	61.6	483.7	**75.9**	**509.6**
Surface water	34.7	469.9	34.3	466.3	**41.8**	**498.9**
Ground water	0.0	0.0	0.0	0.0	**0.0**	**0.0**
Public networks	2.2	10.4	4.5	10.8	**11.3**	**10.7**
Seawater	22.9	0.0	22.8	0.0	**22.7**	**0.0**
Fresh water discharge	36.9	487.0	38.8	483.7	**41.8**	**509.6**
Total water discharge to all areas with water stress[3]	0.1	0.9	0.02	0.7	**1.15**	**0.8**
Fresh water discharge to all areas with water stress	0.1	0.9	0.02	0.7	**1.15**	**0.8**

Waste

GRI 306-3

Table 30. Non-hazardous waste generated, mt

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Volume of non-hazardous waste generated (excl. overburden)	13.7	8.5	15.9	8.5	**14.9**	**6.1**
Total volume of non-hazardous waste generated (excl. overburden)		22.2		24.4		**21.0**

1. Represents water for production needs.
2. Water discharge excludes quarry, mine, drainage, storm, and other waters, which are not used in the production process. Total indicators may differ from the sums of the components due to rounding.
3. The increase in the indicator in 2021 for the Metals Segment is explained by accounting the volume of water discharge into public networks by RUSAL Armenal.

GRI 306-3 SASB EM-MM-150a.7

Table 31. Hazardous waste generated, kt

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Volume of hazardous waste generated	475.2	1.4	848.1	2.3	**695.8**	**2.7**
Total volume of hazardous waste generated		476.6		850.4		**698.6**

GRI 306-4, 306-5 SASB EM-MM-150a.8

Table 32. Total volume of hazardous waste managed by disposal method, kt

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Reused and recycled	392.8	1.2	813.6	2.1	**662.3**	**2.0**
Off-site disposal	4.1	0.0	5.8	0.0	**7.3**	**0.0**
On-site disposal	56.3	0.0	17.3	0.0	**15.9**	**0.0**
On-site accumulation	28.5	0.1	15.7	0.2	**13.0**	**0.6**

SASB EM-MM-150a.4

Table 33. Total volume of non-mineral waste generated[1], mt

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Volume of non-mineral waste generated	1.3	1.6	2.2	1.5	**1.5**	**1.6**
Total volume of non-mineral waste generated		2.9		3.7		**3.1**

GRI 306-4, 306-5

Table 34. Total volume of non-hazardous waste managed by disposal method, including overburden, mt[1, 2]

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Reused and recycled	2.9	163.3	2.8	123.9	**2.4**	**118.6**
Off-site disposal	0.1	0.1	0.1	0.1	**0.08**	**0.05**
On-site disposal	3.3	1.0	37.4	0.7	**49.1**	**0.8**
On-site accumulation	73.6	13.6	32.4	14.1	**32.0**	**12.7**

1. Tailings waste is not generated in the production processes of Metals segment enterprises, therefore, non-mineral waste excludes tailings waste in the form of data on red and nepheline sludge from alumina enterprises generated in the reporting period.
2. Hereinafter in the section "Additional information" the data for the for the Bauxite Company of Guyana, the Bauxite Company of Kindia (Guinea), the Dian-Dian (Guinea), that maybe material for consolidated indicators of overburden and rock waste, is excluded, due to the lack of metering systems and relevant requirements in national legislation.
3. The indicator includes overburden waste, which disposal methods could be recycling associated with backfilling, as well as reprocessing to new materials.

APPENDIX

SASB IF-EU-150a.1, SASB EM-MM-150a.5

Table 35. Waste generation and management

		2019		2020		2021	
		Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Tailings waste[1], kt		12,824.7	6932,7	14,416,9	7067,1	**14,101.1**	**4,504.4**
Share of tailings waste recycled[2], %		9.5	59.9	7.4	63.6	**6.7**	**58.1**
Total weight of mineral processing waste recycled, kt		14,053.3	4.6	16,127.3	4.3	**15,617.5**	**4.0**
Share of mineral processing waste recycled, %		14.6	0.0	13.8	0.0	**2.2**	**0.0**
Amount of coal combustion residuals (CCR), kt		N/A	1,518.8	N/A	1,412.9	**N/A**	**1,502.6**
Share of coal combustion residuals recycled, %		N/A	57.0	N/A	80.0	**N/A**	**68.0**

G4 MM3 SASB EM-MM-150a.6

Table 36. Overburden, rock, tailings and sludge accumulation and generation, mt

		2019		2020		2021	
		Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Generated	Overburden	53.9	159.0	57.0	118.1	**68.6**	**114.8**
	Rocks		9.7		11.0		**10.3**
	Tailings	0.0	5.9	0.0	6.9	**0.0**	**4.3**
	Sludge	12.8	1.0	14.4	0.2	**14.1**	**0.2**
Accumulated	Overburden	480.5	948.3	469.0	284.6	**488.0**	**284.6**
	Rocks		284.6		959.1		**969.3**
	Tailings	0.0	110.0	0.0	113.4	**0.0**	**114.5**
	Sludge	470.3	2.1	482.9	0.6	**494.2**	**0.6**

SASB IF-EU-150a.2

Table 37. Total number of tailings storage facilities, broken down by hazard potential classification and structural integrity assessment in Power segment

	2019	2020	2021
Total number of coal combustion residual (CCR) tailings storage facilities, including	16	16	**16**
High potential hazard	1	1	**1**
Significant potential hazard	5	5	**13**
Low potential hazard	10	10	**2**
Total number of tailings storage facilities, including	22	22	**22**
High potential hazard	2	2	**2**
Significant potential hazard	5	5	**13**
Low potential hazard	15	15	**7**

1. Tailings waste is not generated in the production processes of Metals segment enterprises, therefore, tailings waste is presented in the form of data on red and nepheline sludge from alumina enterprises generated in the reporting period.
2. Used as a constructive and anti-filtration element of hydraulic structures in the Power segment.

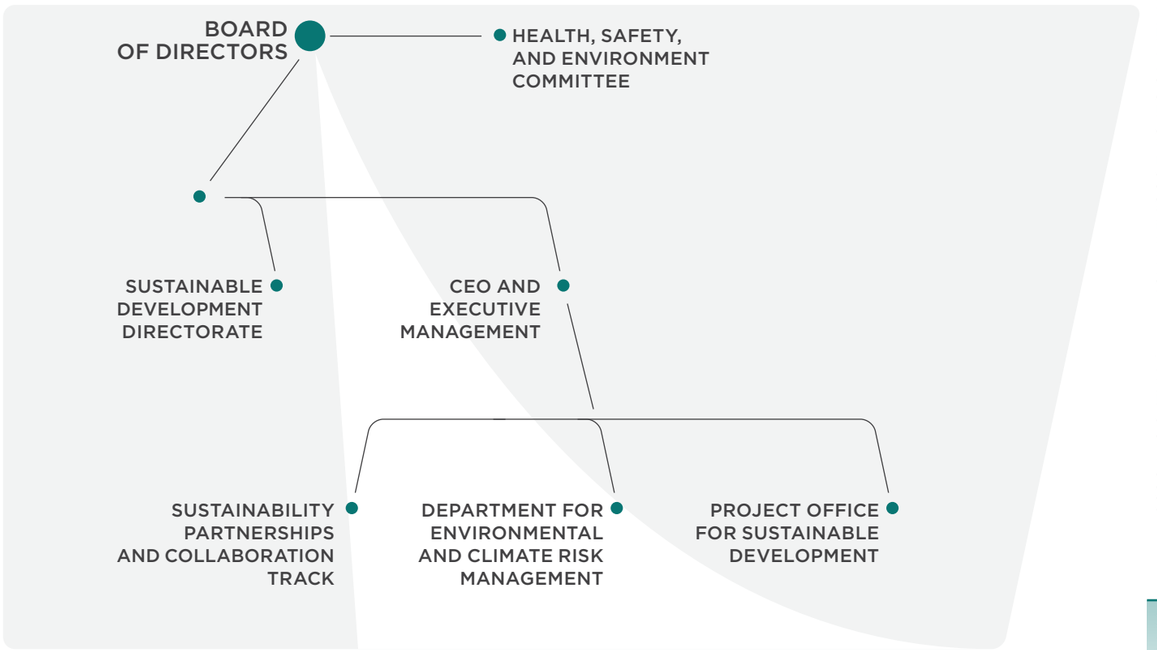
Biodiversity

G4 MM1

Table 38. Area of disturbed as a result of open pit mining and reclaimed lands, hectares

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
The total area of land disturbed as a result of open pit mining, but not yet reclaimed land as of January 1 of the reporting year	5,192	10,113	6,742	11,606.3	**10,295**	**11,759.9**
Total area of disturbed land as a result of open pit mining	686	272	1,563	155	**245**	**214**
Total area of reclaimed land for which a permit for use has been obtained	19	578	48	1	**107**	**60**
The total area of land disturbed as a result of open pit mining, but not yet reclaimed land as of December 31 of the reporting year	6,099	9,807	8,257	11,760	**10,433**	**11,914**

Figure 1. Environmental management structure[1]



GRI 102-11, 102-19

For more detailed information on the functions of the HSE Committee, please refer to the Sustainability Report for 2019, pp. 90–91: www.enplusgroup.com/upload/iblock/66e/En_-Group-SR19-ENG.pdf

1. On 28 April 2020, the Board decided to temporarily suspend the work of the Environmental Advisory Board due to COVID-19 pandemic. The Group remains committed to its climate and broader environmental agenda.

APPENDIX

Table 39. The denominator data used for intensity metrics calculation

Power segment			Metals segment		
AMOUNT OF ELECTRICITY GENERATION AND HEAT GENERATION, BN KWH			**VOLUME OF ALUMINIUM PRODUCED,** KT		
2019	2020	**2021**	2019	2020	**2021**
111.1	114.9	**124.8**	3,757	3,755	**3,764**

EMPLOYEES

GRI 102-7

Table 40. Headcount at Russian and international facilities, %

	2019	2020	2021
Russia	88.4	88.9	**89.2**
Other countries	11.6	11.1	**10.8**

GRI 401-1

Table 41. Employee turnover[1], %

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Employee turnover	40.2	19.0	10.9	15.7	**10.6**	**18.7**
Women	33.8	21.0	10.5	16.4	**10.3**	**20.6**
Up to 30	40.6	39.6	19.9	26.8	**20.7**	**43.1**
30–50	31.4	18.2	9.0	13.5	**8.6**	**17.1**
Over 50	36.6	18.5	10.2	18.3	**10.3**	**19.5**
Men	42.3	18.2	11.1	15.4	**10.7**	**17.8**
Up to 30	48.5	32.3	17.0	26.5	**18.9**	**31.3**
30–50	39.0	14.9	9.0	12.6	**8.2**	**14.8**
Over 50	46.6	17.6	12.7	15.7	**12.0**	**17.4**
En+ Group		31.8		12.8		**13.7**

GRI 401-1

Table 42. Employee turnover by region, %

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Russia	47.7	19.0	10.8	15.7	**11.0**	**18.7**
Other countries	9.0	60.0	11.8	13.3	**8.7**	**77.8**

1. Figures were recalculated because of improvement in the methodology. The calculation is based on the listed number of employees at the end of the year. The high turnover rate for 2019 was caused by the release of staff as a result of the reorganisation of the Engineering and Construction Division.

GRI 202-2

Table 43. Share of senior managers recruited from the local population in Russia and other countries, %

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Russia	99.8	100	99.8	100	**99.8**	**100**
Other countries	63.0	100	61.6	100	**60.8**	**100**

Table 44. Average annual number of training courses per employee in Power segment, courses[1]

	2019	2020	2021
Senior management	1	1	**1**
Middle management	0	1	**1**
Specialists	0	1	**1**
Workers	1	0	**0**

GRI 404-1

Table 45. Employees who have completed training in Metals segment, 2021, %

Employees who have completed training	18.1
Breakdown by gender	
Male	15.1
Female	27.2
Breakdown by employee category	
Senior managers	54.6
Middle managers	60.8
Specialists	65.5
Workers	5.2

Table 46. Average number of training hours per trained employee in Metals segment, 2021, hours

Average training hours per employee per year	2.3
Average number of training hours per female employee per year	3.9
Average number of training hours per male employee per year	1.7
Average number of hours of training per senior manager per year	1.4
Average number of hours of training per middle manager per year	8.2
Average number of hours of training per specialist per year	11.3
Average number of hours of training per worker per year	0.2

1. The geographical definition of 'local population' includes a country. Senior managers include the president, vice-presidents, directors of enterprises and production units and other functions, as well as their deputies.
2. Represents the Power segment without SMR, KRAMZ and logistic entities.

APPENDIX

GRI 405-1

Table 47. Workforce gender diversity, %

	2019	2020	2021
Female, including	26.5	27.0	**27.3**
Up to 30	11.7	11.1	**10.8**
30–50	61.5	62.0	**62.5**
Over 50	26.8	26.9	**26.7**
Male, including	73.5	73.0	**72.7**
Up to 30	16.2	15.2	**15.1**
30–50	59.7	60.3	**60.9**
Over 50	24.1	24.5	**24.0**

GRI 405-1

Table 48. Senior management gender diversity, %

	2019	2020	2021
Female, including	15.9	17.1	**19.2**
Up to 30	0.7	0.0	**0.5**
30–50	75.0	74.3	**74.9**
Over 50	24.3	25.7	**24.6**
Male, including	84.1	82.9	**80.8**
Up to 30	1.1	0.7	**0.4**
30–50	61.1	62.7	**61.8**
Over 50	37.8	36.6	**37.8**

GRI 405-1

Table 49. Middle management gender diversity, %

	2019	2020	2021
Female, including	20.6	21.3	**21.8**
Up to 30	2.3	2.3	**2.4**
30–50	66.5	65.1	**66.9**
Over 50	31.2	32.6	**30.7**
Male, including	79.4	78.7	**78.2**
Up to 30	3.7	3.4	**3.3**
30–50	66.9	66.6	**68.0**
Over 50	29.4	30.0	**28.7**

GRI 405-1

Table 50. Specialists gender diversity, %

	2019	2020	2021
Female, including	57.2	57.6	**56.7**
Up to 30	14.3	13.5	**13.2**
30–50	65.4	66.5	**67.3**
Over 50	20.3	20.0	**19.5**
Male, including	42.8	42.4	**43.3**
Up to 30	13.9	12.5	**13.1**
30–50	62.8	63.3	**64.6**
Over 50	23.3	24.2	**22.3**

GRI 405-1

Table 51. Workers gender diversity, %

	2019	2020	2021
Female, including	20.6	21.1	**21.0**
Up to 30	11.4	11.0	**10.6**
30–50	58.3	58.6	**58.6**
Over 50	30.4	30.4	**30.8**
Male, including	79.4	78.9	**79.0**
Up to 30	18.3	17.2	**17.1**
30–50	58.4	59.1	**59.5**
Over 50	23.3	23.6	**23.4**

GRI 401-1

Table 52. New hires, number

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Total, including	9,282	7,570	7,723	4,871	**8,154**	**6,893**
Russia	7,373	7,561	6,805	4,870	**7,327**	**6,892**
Other countries	1,909	9	918	1	**827**	**1**

GRI 401-1

Table 53. New hires by gender, %

	2019	2020	2021
Female	28.1	29.1	**30.5**
Male	71.9	70.9	**69.5**

GRI 401-1

Table 54. New hires by age, %

	2019	2020	2021
18–30	34.9	33.9	**33.7**
30–50	53.7	55.1	**55.3**
Over 50	11.4	10.9	**11.0**

GRI 102-41 SASB EM-MM-310a.1

Table 55. Employees covered by collective agreements, %

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
En+ Group, including		86.0		87.2		**86.0**
Russia	87.4	90.4	86.9	89.9	**85.7**	**88.3**
Other countries	65.4	-	79.3	-	**79.5**	**-**

GRI 202-1

Table 56. Standard entry level wage rate for employees and established minimum wage in key operating countries in the Metals segment, 2021

Region	Standard entry level wage rate, Metals segment		Established minimum wage in the region	
	RUB	USD	RUB	USD
Russia	18,100	246	12,792	174
Republic of Armenia	32,360	439	13,824	188
Ukraine	17,563	238	17,563	238
Jamaica	23,043	313	14,815	201
Guinea	5,054	69	3,319	45
Guyana	40,937	556	15,565	211
Nigeria	10,540	143	5,533	75

APPENDIX

GRI 202-1

Table 57. Standard entry level wage rate for employees and established minimum wage in regions of Russia and CIS in the Power segment, 2021

Region	Standard entry level wage rate, Power segment[1]		Established minimum wage in the region[2]	
	RUB	USD	RUB	USD
Volgograd region	16,000	217	12,792	174
Moscow	44,844	609	20,548	279
Saint Petersburg	37,950	515	19,650	267
Transbaikal region	24,132	328	21,107	287
Irkutsk region	34,684	471	22,584	307
Krasnodar region	31,628	429	12,792	174
Krasnoyarsk region	37,558	510	20,467	278
Moscow region	34,650	470	15,550	211
Nizhny Novgorod Region	23,189	315	12,792	174
Republic of Karelia	31,375	426	23,026	313
Tyva Republic	25,452	346	24,305	330
The Republic of Khakassia	34,028	462	20,467	278
Chelyabinsk region	21,011	285	14,711	200
Yaroslavl region	46,665	634	12,792	174
Armenia	17,029	231	13,697	186

GRI 102-8

Table 58. Full-time employees, %

	2019		2020		2021	
	Metals segment	Power segment	Metals segment	Power segment	Metals segment	Power segment
Share of full-time employees, including	98.8	99.4	98.8	99.3	**98.9**	**99.1**
Female	24.2	29.9	24.7	30.5	**24.9**	**30.9**
Male	75.8	70.1	75.3	69.5	**75.1**	**69.1**
En+ Group		99.0		99.0		**98.9**

GRI 102-8

Table 59. Employees with permanent type employment contract, %

	2019	2020	2021
En+ Group	93.5	93.3	**93.7**
Power segment, including	96.0	96.1	**96.1**
Female	29.4	30.2	**30.6**
Male	70.6	69.8	**69.4**
Metals segment, including	91.8	91.5	**92.3**
Russia	96.2	95.6	**94.8**
Female	25.8	26.1	**26.1**
Male	74.2	73.9	**73.9**
Other countries	73.3	73.2	**80.0**
Female	14.2	14.3	**13.5**
Male	85.8	85.7	**86.5**

GRI 405-1

Table 60. Diversity of employees in the Power segment, %

	2019	2020	2021
Number of employees with disabilities	343	331	**333**
Share of employees with disabilities in the total number of employees, %	1.0%	0.9%	**0.9%**

1. Average values.
2. Average values. Includes Regional coefficient and Northern index.

GRI 401-3

Table 61. Parental leave

	2019			2020			2021		
	Metals segment	Power segment	En+ Group	Metals segment	Power segment	En+ Group	Metals segment	Power segment	En+ Group
Total number of employees that were entitled to parental leave	7,843	1,231	9,074	7,408	1,470	8,878	**7,186**	**1,221**	**8,407**
Female	1,694	628	2,322	1,615	675	2,290	**1,536**	**630**	**2,166**
Male	6,149	603	6,752	5,793	795	6,588	**5,650**	**591**	**6,241**
Total number of employees that took parental leave	391	525	916	388	546	934	**312**	**568**	**880**
Female	375	502	877	363	527	890	**291**	**535**	**826**
Male	16	23	39	25	19	44	**21**	**33**	**54**
Total number of employees that returned to work in the reporting period after parental leave ended	282	236	518	266	240	506	**280**	**218**	**498**
Female	271	228	499	249	229	478	**267**	**208**	**475**
Male	11	8	19	17	11	28	**13**	**10**	**23**
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	228	155	383	242	181	423	**215**	**126**	**341**
Female	222	152	374	233	168	401	**203**	**119**	**322**
Male	6	3	9	9	13	22	**12**	**7**	**19**

APPENDIX

HEALTH AND SAFETY[1, 2]

GRI 403-9

Table 62. Key indicators[1]

	2019	2020	2021
The number of fatalities as a result of work-related injuries	5	4	**9**
Number of work-related injuries	131	142	**120**
Total man-hours worked, thousands	141,133	136,038	**149,029**
LTIFR	0.19	0.21	**0.16**

GRI 403-5 SASB IF-EU-320a.1,SASB EM-MM-320a.1

Table 63. Health and Safety indicators of the Power segment

	2019	2020	2021
Severe injury rate	0.025	0.021	**0.027**
Total recordable injury rate (TRIR)	0.202	0.293	**0.225**
Near miss frequency rate (NMFR)	0.033	0.144	**0.166**
The average hours of trainings per employee	30	31	**33**
The average hours of trainings per employee (contractors)	40	40	**40**

Table 64. Health and Safety expenditures of the Power segment

	2019		2020		2021	
	RUB	USD	RUB	USD	RUB	USD
Employee training and maintenance of training systems	42.3	0.6	43.3	0.6	**37.8**	**0.51**
Improvement of fire safety	357.0	4.9	301.8	4.2	**434.2**	**5.9**
Improvement of technical level and efficiency of production	17.1	0.2	17.1	0.2	**76.1**	**1.0**
Improving working conditions and sanitation measures	113.2	1.6	232.7	3.2	**216.1**	**2.9**
Improving the quality and effectiveness of personal protective equipment	199.1	2.8	298.2	4.1	**321.4**	**4.4**
Total Health and Safety expenditures	728.7	10.1	893.2	12.4	**1,085.8**	**14.7**

1. Hereinafter in the section "Health and safety" the injuries data represent cases registered by the Company.
2. Hereinafter in the section for work-related injuries and occupational diseases "Health and Safety" KRAMZ and SMR are included in data of the Metals segment.
3. Per 200,000 hours worked.

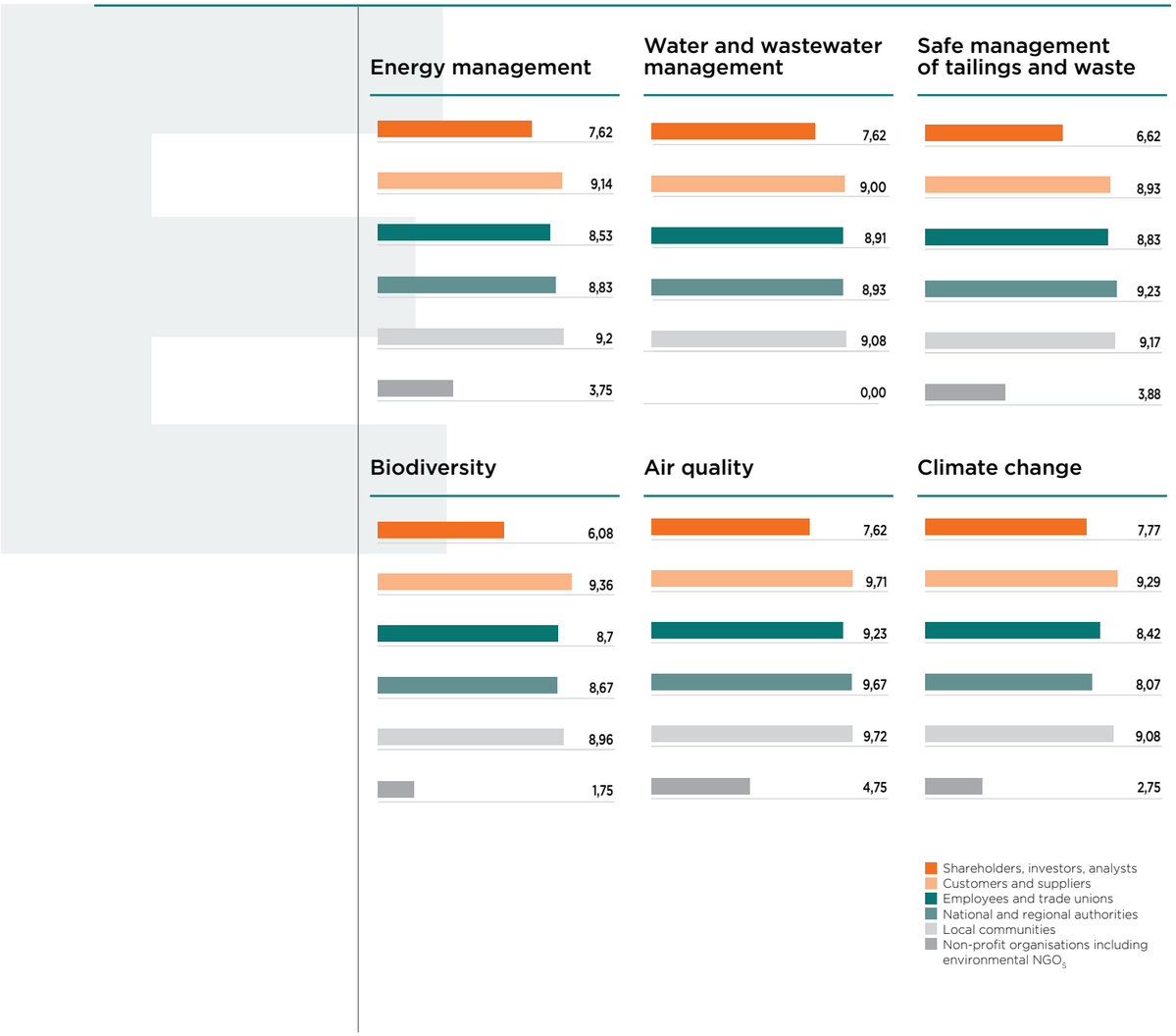
MATERIALITY ASSESSMENT

Stakeholder engagement

Table 65. Overview of external stakeholder groups involved, number of people

Stakeholder group	Surveyed	Interviewed
Shareholders, investors, analysts	11	2
Customers and suppliers	14	
Employees and trade unions	150	
National and regional authorities	30	
Local communities	25	
Non-profit organisations including environmental NGOs	0	8
Other	26	
TOTAL	**256**	**10**

Figure 2. Significant topics for each stakeholder group



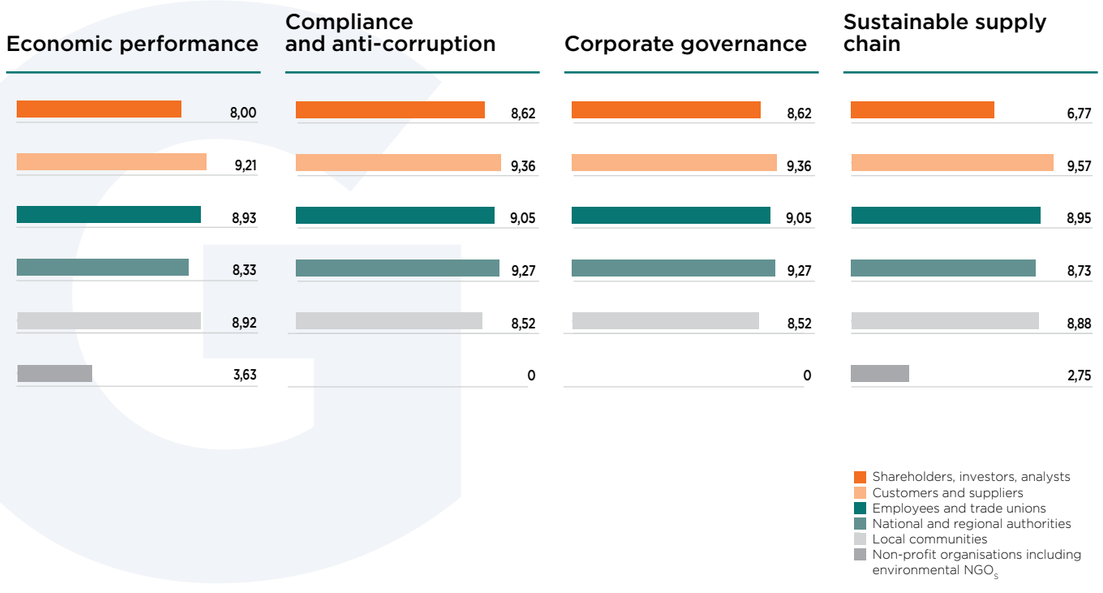


Table 66. List of concerns raised by stakeholders

Topics concerned	Key concerns	Detailed disclosure
ENVIRONMENTAL		
Climate change	Climate risks and opportunities GHG intensity Sustainability issues discussed by the Board of Directors COP26 Actions to reduce and mitigate GHG emissions	Climate Leadership, p. 72, p. 65 Corporate Governance, p. 138 Collaboration and Partnerships, p. 62 Pathway to net zero, p. 68
Energy management	Energy consumption and share of renewable sources Average electricity tariff for the population Transition to renewable sources	Energy management, p. 70 Appendix, p. 153 Climate Leadership, p. 67
Environmental management	Results of environmental monitoring Environmental fines Intensity of environmental indicators	Biodiversity, p. 95 Environmental Stewardship, p. 79
Air quality	Monitoring of air quality in regions of operation (including Krasnoyarsk)	Environmental Stewardship, p. 80 R&D projects, p. 48
Water and wastewater management	Water level on the Lake Baikal Environmental assessment of Lake Baikal	Baikal, p. 95 p. 98
Land rehabilitation	Restoration of disturbed lands	Land rehabilitation and reclamation, p. 100
Waste management	Waste utilisation	Waste and tailings management, p. 86
Biodiversity	Avifauna monitoring Forests projects Assessment of environmental and social problems of the Baikal natural territory	Biodiversity, p. 92 Land rehabilitation and reclamation, p. 100 Baikal, p.98
SOCIAL		
Employee management	Employee's engagement practices Motivation and remuneration Employee turnover	Employees, p. 119
Health and safety	Number of fatalities Number of incidents Health and safety performance of contractors Company responsibilities for expenses related to the injuries	Health and safety, pp. 110–111
Community engagement	Local employment Human rights assessment Mechanisms of consultation with local communities Identification of priorities in social investment Infrastructure projects Popularisation of science and ecology Support for public environmental projects Sports activities for local communities	Employees, p. 118 p. 115 Local communities, p. 126 p. 127 p. 128 p. 133 p. 132 p. 129
GOVERNANCE		
Corporate governance	ESG skills of Board of Directors Share of independent directors	Corporate Governance, p. 142
ESG management	Progress against targets	In the beginning of every topic
Economic performance	Operational efficiency	At a Glance, p. 4 Key economic and financial results, p. 10
Compliance and ethics	Hotline to interact on issues related to ethics and compliance violations Whistleblowing policy	Our values, ethics and integrity, p. 146 and p. 145

APPENDIX

ASSET DISCLOSURE

Metals segment

	Location	Installed capacity	2020 production	2021 production	Capacity utilisation rate
ALUMINIUM SMELTERS					
Bratsk aluminium smelter	Russia (Irkutsk Region)	1,009 ktpa	1,004 kt	**1,009 kt**	100%
Krasnoyarsk aluminium smelter	Russia (Krasnoyarsk Territory)	1,019 ktpa	1,021 kt	**1,019 kt**	100%
Sayanogorsk aluminium smelter	Russia (Republic of Khakassia)	542 ktpa	529 kt	**536 kt**	99%
Novokuznetsk aluminium smelter	Russia (Kemerovo Region)	215 ktpa	215 kt	**215 kt**	100%
Khakas aluminium smelter	Russia (Republic of Khakassia)	297 ktpa	308 kt	**303 kt**	102%
Irkutsk aluminium smelter	Russia (Irkutsk Region)	422 ktpa	422 kt	**424 kt**	100%
Taishet Aluminium Smelter[1]	Russia (Irkutsk Region)	428 ktpa	–	**0**	0%
Kandalaksha aluminium smelter	Russia (Murmansk Region)	76 ktpa	70 kt	**63 kt**	83%
Volgograd aluminium smelter	Russia (Volgograd Region)	69 ktpa	70 kt	**70 kt**	102%
KUBAL	Sweden	128 ktpa	117 kt	**124 kt**	97%
ALSCON[2]	Nigeria	–	–	**–**	0%
Boguchany aluminium smelter[3]	Russia (Krasnoyarsk Territory)	298 ktpa	290 kt	**292 kt**	98%
ALUMINA REFINERIES					
Achinsk Alumina Refinery	Russia (Krasnoyarsk Territory)	1,069 ktpa	900 kt	**907 kt**	85%
Bogoslovsk Alumina Refinery	Russia (Sverdlovsk Region)	1,030 ktpa	990 kt	**977 kt**	95%
Urals Alumina Refinery	Russia (Sverdlovsk Region)	900 ktpa	916 kt	**917 kt**	102%
PGLZ Alumina Refinery	Russia (Leningrad Region)	265 ktpa	67 kt	**253 kt**	95%
Friguia Alumina Refinery	Guinea	650 ktpa	439 kt	**414 kt**	64%
Queensland Alumina Ltd.[4]	Australia	3,950 ktpa	740 kt	**742 kt**	94%
Eurallumina	Italy	1,085 ktpa	–	**–**	0%
Aughinish Alumina Refinery	Ireland	1,990 ktpa	1,883 kt	**1,878 kt**	94%
Windalco	Jamaica	1,210 ktpa	523 kt	**448 kt**	37%
Nikolaev Alumina Refinery	Ukraine	1,759 ktpa	1,725 kt	**1,769 kt**	101%
BAUXITE MINES					
Timan Bauxite	Russia (Republic of Komi)	3,300 ktpa	3,310 kt	**3,405 kt**	103%
North Urals Bauxite Mine	Russia (Sverdlovsk Region)	3,000 ktpa	2,260 kt	**2,274 kt**	76%
Compagnie des Bauxites de Kindia	Guinea	3,500 ktpa	2,941 kt	**2,652 kt**	76%
Friguia Bauxite and Alumina Complex	Guinea	2,100 ktpa	1,423 kt	**1,544 kt**	74%
Bauxite Company of Guyana Inc.[5]	Guyana	1,700 ktpa	81 kt	**0 kt**	0%
Windalco	Jamaica	4,000 ktpa	1,752 kt	**1,863 kt**	47%
Bauxite Company of Dian-Dian	Guinea	3,000 ktpa	3,071 kt	**3,293 kt**	110%

1. Pre-operation verifications and testing began in December 2021.
2. Alscon aluminium production is mothballed.
3. A 50/50 joint venture of RUSAL and RusHydro. Capacity and production volumes of the BEMO project are not included to the Company's consolidated operating data.
4. Pro-rata share of capacity and production attributable to RUSAL.
5. Mothballed in February 2020.

Power segment

	Location	Installed capacity	2020 net energy supply	2021 net energy supply
HYDROPOWER PLANTS				
Irkutsk HPP	Russia (Irkutsk Region)	687.1 MW	4.1 TWh	4.8 TWh
Bratsk HPP	Russia (Irkutsk Region)	4,500 MW	22.4 TWh	28.5 TWh
Ust-Ilimsk HPP	Russia (Irkutsk Region)	3,840 MW	20.8 TWh	19.6 TWh
Krasnoyarsk HPP	Russia (Krasnoyarsk Territory)	6,000 MW	22.0 TWh	24.7 TWh
COMBINED HEAT AND POWER PLANTS				
CHP-10	Russia (Irkutsk Region)			
Electricity		1,110 MW	3.1 TWh	3.0 TWh
Heat		563 Gcal/h	0.4 mn Gcal	0.3 mn Gcal
CHP-9	Russia (Irkutsk Region)			
Electricity		540.0 MW	1.9 TWh	1.8 TWh
Heat		2,401.8 Gcal/h	6.0 mn Gcal	6.2 mn Gcal
Novo-Irkutsk CHP	Russia (Irkutsk Region)			
Electricity		726 MW	2.7 TWh	2.7 TWh
Heat		2,075.8 Gcal/h	5.5 mn Gcal	5.8 mn Gcal
Ust-Ilimsk CHP	Russia (Irkutsk Region)			
Electricity		515 MW	0.7 TWh	0.8 TWh
Heat		1,015.0 Gcal/h	1.6 mn Gcal	1.8 mn Gcal
CHP-11	Russia (Irkutsk Region)			
Electricity		320.3 MW	0.7 TWh	0.5 TWh
Heat		1,056.9 Gcal/h	0.9 mn Gcal	1.0 mn Gcal
CHP-6	Russia (Irkutsk Region)			
Electricity		282 MW	0.7 TWh	0.7 TWh
Heat		2,071.2 Gcal/h	3.6 mn Gcal	3.7 mn Gcal
Novo-Ziminskaya CHP	Russia (Irkutsk Region)			
Electricity		260 MW	1.1 TWh	1.1 TWh
Heat		818.7 Gcal/h	1.5 mn Gcal	1.6 mn Gcal
Avtozavodskaya CHP	Russia (Nizhny Novgorod Region)			
Electricity		480 MW	1.7 TWh	1.8 TWh
Heat		2,172.0 Gcal/h	3.3 mn Gcal	3.7 mn Gcal
Solar power plant				
Abakan solar power plant	Russia (Republic of Khakassia)	5.2 MW	5.5 mn kWh	6.1 mn kWh
Other assets*				
Electricity		142.4 MW	0.8 TWh	0.7 TWh
Heat		2,802.9 Gcal/h	4.2 mn Gcal	4.5 mn Gcal

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GRI CONTENT INDEX

GRI 102-55

Topic	GRI Indicator	Response and reference
GRI 102 General disclosures		
1. Organisational profile		
Name of the organisation	**GRI 102–1**	At a glance , p. 4
Activities, brands, products, and services	**GRI 102–2**	At a glance , p. 4
Location of headquarters	**GRI 102–3**	At a glance , p. 4
Location of operations	**GRI 102–4**	At a glance , p. 4
Ownership and legal form	**GRI 102–5**	About the Report, p. 2 Annual Report 2021, p. 132
Markets served	**GRI 102–6**	At a glance , p. 5
Scale of the organisation	**GRI 102–7**	At a glance , pp. 4-5 Additional Data, p. 164
Information on employees and other workers	**GRI 102–8**	Employees, pp. 111–122 Additional Data, pp. 168–169
Supply chain	**GRI 102–9**	Supply chain management, p. 52, p.54
Significant changes to the organisation and its supply chain	**GRI 102–10**	Supply chain management, p. 52
Precautionary Principle or approach	**GRI 102–11**	Risk management and internal controls, p. 145 Scientific and technological development management, p. 43 Our Contribution to Sustainable Development Goals, p. 55 Environmental Stewardship, p. 76, p. 91 The Company follows the precautionary approach according to The Rio Declaration on Environment and Development.
External initiatives	**GRI 102–12**	Collaboration and Partnerships, p. 57
Membership of associations	**GRI 102–13**	Collaboration and Partnerships, p. 57
2. Strategy		
Statement from senior decision-maker	**GRI 102–14**	Chairman's statement, p. 8 CEO statement from the , p. 12
Key impacts, risks, and opportunities	**GRI 102–15**	Risk management and internal controls, p. 146
3. Ethics and integrity		
Values, principles, standards, and norms of behaviour	**GRI 102–16**	Our values, ethics and integrity, p. 143
Mechanisms for advice and concerns about ethics	**GRI 102–17**	Our values, ethics and integrity, p. 147 Additional Data, p. 150
4. Governance		
Governance structure	**GRI 102–18**	Corporate Governance, p. 137
Delegating authority	**GRI 102–19**	Corporate Governance, p. 138 Additional Data, p. 163
Executive-level responsibility for economic, environmental, and social topics	**GRI 102–20**	Corporate Governance, p. 138
Consulting stakeholders on economic, environmental, and social topics	**GRI 102–21**	Corporate Governance, p. 138
Composition of the highest governance body and its committees	**GRI 102–22**	Corporate Governance, p. 139
Chair of the highest governance body	**GRI 102–23**	Corporate Governance, p. 138
Nominating and selecting the highest governance body	**GRI 102–24**	Corporate Governance, p. 140
Conflicts of interest	**GRI 102–25**	Our values, ethics and integrity, p. 144
Role of highest governance body in setting purpose, values, and strategy	**GRI 102–26**	Corporate Governance, p. 138
Collective knowledge of highest governance body	**GRI 102–27**	Corporate Governance, p. 141 Our values, ethics and integrity, p. 144
Evaluating the highest governance body's performance	**GRI 102–28**	Corporate Governance, p. 141
Identifying and managing economic, environmental, and social impacts	**GRI 102–29**	Materiality assessment, p. 26 Risk management and internal controls, p. 145
Effectiveness of risk management processes	**GRI 102–30**	Risk management and internal controls, p. 145 Annual Report 2021, pp. 104–109
Review of economic, environmental, and social topics	**GRI 102–31**	Corporate Governance, p. 138 Annual Report 2021, p. 118, p. 130 Frequency of the review of ESG topics — annually or more often if applicable
Highest governance body's role in sustainability reporting	**GRI 102–32**	About the Report, p. 2 Corporate Governance, p. 138
Communicating critical concerns	**GRI 102–33**	Annual Report 2021, p. 118 Corporate Governance, p. 138
Nature and total number of critical concerns	**GRI 102–34**	Corporate Governance, p. 138
Remuneration policies	**GRI 102–35**	Corporate Governance, p. 141 Annual Report 2021, pp. 128–129
Process for determining remuneration	**GRI 102–36**	Corporate Governance, p. 141 Annual Report 2021, pp. 128–129
5. Stakeholder engagement		
List of stakeholder groups	**GRI 102–40**	Stakeholder Engagement, p. 23
Collective bargaining agreements	**GRI 102–41**	Additional Data, p. 167
Identifying and selecting stakeholders	**GRI 102–42**	Stakeholder Engagement, p. 23
Approach to stakeholder engagement	**GRI 102–43**	Stakeholder Engagement, p. 23 Community engagement, p. 123
Key topics and concerns raised	**GRI 102–44**	Stakeholder Engagement, p. 23
6. Reporting practice		
Entities included in the consolidated financial statements	**GRI 102–45**	About the Report, p. 3
Defining report content and topic Boundaries	**GRI 102–46**	Materiality assessment, p. 26
List of material topics	**GRI 102–47**	Materiality assessment, p. 26
Restatements of information	**GRI 102–48**	All restatements in the Report are indicated appropriately in the footnotes. The key reasons for restatements of information in the Report are improvement of the indicators' boundaries and retrospective information.
Changes in reporting	**GRI 102–49**	The 2021 report did not change in material topics compared to the 2020 Report. The report includes consolidated information on the Company's entities. It applies to entities consolidated under IFRS unless otherwise stated in the notes. Data on sustainable development of Aluminium Rheinfelden enterprises (Germany) acquired by IPJSC RUSAL in April 2021 were not taken into account in this Report and are planned to be included in the Report from 2022.
Reporting period	**GRI 102–50**	About the Report, p. 2
Date of most recent report	**GRI 102–51**	About the Report, p. 2
Reporting cycle	**GRI 102–52**	About the Report, p. 2
Contact point for questions regarding the report	**GRI 102–53**	About the Report, p. 3
Claims of reporting in accordance with the GRI Standards	**GRI 102–54**	About the Report, p. 2
GRI content index	**GRI 102–55**	GRI content index, p. 176
External assurance	**GRI 102–56**	Independent assurance report, p. 190

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Topic	GRI Indicator	Response and reference
GRI 103 MANAGEMENT APPROACH		
Explanation of the material topic and its Boundary	**GRI 103–1**	Supply chain management, p. 51 Climate Leadership, p. 64, p. 66, p. 68 Environmental Stewardship, p. 64 Health and safety, p. 100 Employees, p. 113 Community engagement, p. 123 Corporate Governance, p. 136 Our values, ethics and integrity, p. 143
The management approach and its components	**GRI 103–2**	Supply chain management, p. 51 Climate Leadership, p. 64, p. 66, p. 69 Environmental Stewardship, p. 64 Health and safety, p. 100 Employees, p. 112 Community engagement, p. 123 Corporate Governance, p. 136 Our values, ethics and integrity, p. 143 Risk management and internal control, p. 145
Evaluation of the management approach	**GRI 103–3**	Environmental Stewardship, p. 77, p. 84, p. 91, p. 95 Employees, p. 112 Community engagement, p. 123 Risk management and internal control, p. 145 Supply chain management, p. 51 Additional Data, p. 148
GRI 200 ECONOMIC		
GRI 201 Economic performance		
Direct economic value generated and distributed	**GRI 201–1**	Additional Data, p. 149
Financial implications and other risks and opportunities due to climate change	**GRI 201–2**	Climate leadership, p. 70
Financial assistance received from government	**GRI 201–4**	Key economic and financial results, p. 11
GRI 202 Market presence		
Ratios of standard entry level wage by gender compared to local minimum wage	**GRI 202–1**	Employees, pp. 119-120 Additional Data, pp. 167-168
Proportion of senior management hired from the local community	**GRI 202–2**	Employees, p. 116 Additional Data, p. 165
Established benefit plan obligations and other retirement plans	**GRI 201–3**	The organization monthly transfers contributions within the approved budget in accordance with the Regulation on non-state pension provision (in the amount of the employee's contributions or in the established % (amount) depending on the terms of the contract
GRI 203 Indirect economic impacts		
Infrastructure investments and services supported	**GRI 203–1**	Community engagement, p. 125
Significant indirect economic impacts	**GRI 203–2**	Community engagement, p. 125
GRI 204 Procurement practices		
Proportion of spending on local suppliers	**GRI 204–1**	Supply chain management, p. 53
GRI 205 Anti-corruption		
Operations assessed for risks related to corruption	**GRI 205–1**	Risks associated with corruption are assessed and managed by the Company as part of the overall risk management system.
Communication and training about anti-corruption policies and procedures	**GRI 205–2**	Our values, ethics and integrity, p. 144 The information about total number and percentage of employees that the organisation's anti-corruption policies and procedures have been communicated and total number and percentage of employees that have receive training is excluded due to the existing reporting processes.

Topic	GRI Indicator	Response and reference
GRI 207 Tax		
Approach to tax	**GRI 207–1**	Key economic and financial results, p. 11
Tax governance, control, and risk management	**GRI 207–2**	Key economic and financial results, p. 11
Stakeholder engagement and management of concerns related to tax	**GRI 207–3**	Key economic and financial results, p. 11
GRI 300 ENVIRONMENTAL		
GRI 302 Energy		
Energy consumption within the organisation	**GRI 302–1**	Climate Leadership, p. 68 Additional Data, p. 152
Energy intensity	**GRI 302–3**	Climate Leadership, p. 69
Reduction of energy consumption	**GRI 302–4**	Climate Leadership, p. 68
GRI 303 Water and effluents		
Interactions with water as a shared resource	**GRI 303–1**	Environmental Stewardship, p. 77, p. 83 In Metals segment quantitative and qualitative assessment of the Company's impact on water resources from water consumption and wastewater discharge is carried out annually in accordance with the UC RUSAL Environmental Reporting Regulations. Indicators for reporting are formed on the basis of primary accounting, the results of industrial environmental control carried out at enterprises, and the official statistical reporting of enterprises. The assessment is carried out at all enterprises of the Company that are subject to the Environmental Reporting Regulations.
Management of water discharge-related impacts	**GRI 303–2**	Environmental Stewardship, p. 81 The water withdrawal and wastewater discharges are carried out by the Group's enterprises in accordance with project design solutions and established legal requirements. Interaction with water bodies is regulated taking into account their properties and the chemical compositions of discharges impacting on bodies of water.
Water withdrawal	**GRI 303–3**	Environmental Stewardship, pp. 81-82 Additional Data, p. 159
Water discharge	**GRI 303–4**	Environmental Stewardship, p. 82 Additional Data, p. 159
Water consumption	**GRI 303–5**	Environmental Stewardship, pp. 81-82 Additional Data, p. 160
GRI 304 Biodiversity		
Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	**GRI 304–1**	Environmental Stewardship, p. 90
Habitats protected or restored	**GRI 304–3**	Environmental Stewardship, p. 98
GRI 305 Emissions		
Direct (Scope 1) GHG emissions	**GRI 305–1**	Climate Leadership, p. 63
Energy indirect (Scope 2) GHG emissions	**GRI 305–2**	Climate Leadership, p. 63
GHG emissions intensity	**GRI 305–4**	Climate Leadership, p. 63 Disclosed for the Metals segment
Reduction of GHG emissions	**GRI 305–5**	Climate Leadership, p. 67 Disclosed for the Power segment
Emissions of ozone-depleting substances (ODS)	**GRI 305–6**	There are no emissions of ODS
Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	**GRI 305–7**	Environmental Stewardship, p. 78 Additional Data, p. 158

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Topic	GRI Indicator	Response and reference
GRI 306 Waste (2020)		
Waste generation and significant waste-related impacts	**GRI 306–1**	Environmental Stewardship, pp. 88-89 En+ Group follows the principles of waste management corresponding to the specifics of waste generation in specific areas of activity, such as mining of coal, bauxite, alumina production, etc. Most significant types of waste in terms of volume are overburden, ash and slag waste.
Management of significant waste-related impacts	**GRI 306–2**	Environmental Stewardship, p. 85, pp. 88-89 En+ Group's two main focus areas for waste management are increasing waste recycling and ensuring the safe disposal of waste at disposal facilities. The Company is working on developing a strategy for the complete utilisation of all its generated ash and slag waste and creates new technologies that allow the production of resources from various types of waste, which can then be used within the Company or sold to other organizations. Part of En+ Group's waste is transferred to third parties for either disposal or recycling and reuse.
Waste generated	**GRI 306–3**	Environmental Stewardship, p. 85 Additional Data, p. 161
Waste diverted from disposal	**GRI 306–4**	Environmental Stewardship, p. 85 Additional Data, p. 161
Waste directed to disposal	**GRI 306–5**	Environmental Stewardship, p. 85 Additional Data,p. 161
GRI 307 Environmental compliance		
Non-compliance with environmental laws and regulations	**GRI 307–1**	Environmental Stewardship, p. 77 Additional Data, p. 157
GRI 308 Supplier environmental assessment		
New suppliers that were screened using environmental criteria	**GRI 308–1**	Supply chain management, p. 53
Negative environmental impacts in the supply chain and actions taken	**GRI 308–2**	Supply chain management, p. 52
GRI 400 SOCIAL		
GRI 401 Employment		
New employee hires and employee turnover	**GRI 401–1**	Employees, p. 121 Additional Data, p. 164, pp. 166-167
Benefits provided to full-time employees that are not provided to temporary or part-time employees	**GRI 401–2**	Employees, p. 116
Parental leave	**GRI 401–3**	Additional Data, p. 169 Return to work rate and retention rate are not disclosed
GRI 403 Occupational health and safety		
Occupational health and safety management systems	**GRI 403–1**	Health and safety, p. 101 All employees in each facility of the Group are covered by the OHS management system.
Hazard identification, risk assessment, and incident investigation	**GRI 403–2**	Health and safety, p. 103 The internal investigation process has also been established by the Group. The process seeks to determine root causes of incidents through in-depth analyses of the risks, using the whole range of advanced methods. The process is regulated by the Regulation for the Reporting, Investigation and Analysis of Occupational Safety Incidents that was amended in 2019. This process covers all fatal cases and injuries with loss of working capacity as a requirement of domestic legislation as well as cases of near miss that could potentially lead to the injury or fatality
Occupational health services	**GRI 403–3**	Health and safety, p. 109
Worker participation, consultation, and communication on occupational health and safety	**GRI 403–4**	Health and safety, p. 102 Within the framework of regulation of ongoing monitoring of the health and safety conditions, the state of the OHS management system at production sites is regularly assessed in various key areas. The final review is announced by the manager of the production site at a monthly HS meeting.
Worker training on occupational health and safety	**GRI 403–5**	Health and safety, p. 106 Additional Data, p. 170
Promotion of worker health	**GRI 403–6**	Employees, p. 106
Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**GRI 403–7**	Health and safety, p. 105
Workers covered by an occupational health and safety management system	**GRI 403–8**	Health and safety, p. 101
Work-related injuries	**GRI 403–9**	Health and safety, p. 107, p. 108 Additional Data, p. 170
Work-related ill health	**GRI 403–10**	Health and safety, p. 110
GRI 404 Training and education		
Average hours of training per year per employee	**GRI 404–1**	Additional Data, p. 165
Programmes for upgrading employee skills and transition assistance programmes	**GRI 404–2**	Employees, pp. 120–122
GRI 405 Diversity and equal opportunity		
Diversity of governance bodies and employees	**GRI 405–1**	Employees, pp. 115–116 Additional Data, p. 166
Ratio of basic salary and remuneration of women to men	**GRI 405–2**	Employees, p. 115
GRI 406 Non-discrimination		
Incidents of discrimination and corrective actions taken	**GRI 406–1**	Employees, p. 113
GRI 407 Freedom of association and collective bargaining		
Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	**GRI 407–1**	Supply chain management, p. 52
GRI 408 Child labour		
Operations and suppliers at significant risk for incidents of child labour	**GRI 408–1**	Supply chain management, p. 52 In 2021, the Company identified no incidents of child labour.
GRI 409: Forced or compulsory labour		
Operations and suppliers at significant risk for incidents of forced or compulsory labour	**GRI 409–1**	Supply chain management, p. 52 In 2021, the Company identified no incidents of forced or compulsory labour.
GRI 411 Rights of indigenous peoples		
Incidents of violations involving rights of indigenous peoples	**GRI 411–1**	In 2021, we did not have any conflicts related to lands or objects that present historical or cultural value for indigenous communities.
GRI 412 Human rights assessment		
Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	**GRI 412–3**	Supply chain management, p. 53
GRI 413 Local communities		
Operations with local community engagement, impact assessments, and development programmes	**GRI 413–1**	Community engagement, p. 123

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Topic	GRI Indicator	Response and reference
GRI 414 Supplier social assessment		
New suppliers that were screened using social criteria	**GRI 414–1**	Supply chain management, p. 53, p. 54
Negative social impacts in the supply chain and actions taken	**GRI 414–2**	Supply chain management, p. 51
GRI 417 Marketing and labeling		
Requirements for product and service information and labeling	**GRI 417–1**	Finished goods manufactured at the Company's enterprises are automatically labelled in accordance with government requirements. The label contains information about the trademark or name of the manufacturer, the grade of aluminium or alloy, the heat number and other information.
Incidents of non-compliance concerning product and service information and labeling	**GRI 417–2**	In 2021, the Company complied with the relevant laws and regulations that have a significant impact on the RUSAL in relation to product labelling, and no significant claims were received in connection with product labelling.
GRI 419 Socioeconomic compliance		
Non-compliance with laws and regulations in the social and economic area	**GRI 419–1**	There were no significant fines and non-financial penalties for violation of legislation in the social-economic sphere in the reporting period.
GRI EU		
Installed capacity by primary energy source and regulatory regime	**EU1**	Additional Data, p. 151 All energy-generating assets are subject to the legal and regulatory framework adopted in the Russian Federation.
Net energy output by energy source and regulatory regime	**EU2**	Additional Data, p. 151, p. 152 All energy-generating assets are subject to the legal and regulatory framework adopted in the Russian Federation.
GRI MM		
Amount of land (owned or leased) used for production activities, disturbed, or reclaimed	**MM1**	Additional Data, p. 163
Total amounts of overburden, rock, tailings, and sludge and associated risks	**MM3**	Additional Data, p. 162

SASB CONTENT INDEX

Metals segment

Topic	Code	Accounting metric	Response and reference
Greenhouse Gas Emissions	**EM-MM-110a.1**	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Climate Leadership, p. 63 According to regulations, European assets of The Group in Ireland and Sweden are subjects 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 Leadership, p. 66
Air Quality	**EM-MM-120a.1**	Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N2O), (3) SOx, (4) particulate matter (PM10), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	Environmental Stewardship, p. 78 Additional Data, p. 158 The Company keeps records in accordance with the requirements of the national legislation of the regions where the Company operates and does not collect the data on mercury emissions, in addition, this substance isnot characteristic of the main production units of the Company.
Energy Management	**EM-MM-130a.1**	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Climate Leadership, p. 68 Additional Data, p. 151, p. 152 The share of renewable fuels is insignificant.
Water Management	**EM-MM-140a.1**	(1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Environmental Stewardship, p. 82 Additional Data, pp. 159-160
	EM-MM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Environmental Stewardship, p. 81
Waste & Hazardous Materials Management	**EM-MM-150a.4**	Total weight of non-mineral waste generated	Environmental Stewardship, pp. 88-89 Additional Data, p. 161
	EM-MM-150a.5	Total weight of tailings produced	Environmental Stewardship, p. 85 Additional Data, p. 162
	EM-MM-150a.6	Total weight of waste rock generated	Environmental Stewardship, pp. 88-89 Additional Data, p. 162
	EM-MM-150a.7	Total weight of hazardous waste generated	Environmental Stewardship, p. 85 Additional Data, p. 161
	EM-MM-150a.8	Total weight of hazardous waste recycled	Environmental Stewardship, p. 85 Additional Data, p. 161
	EM-MM-150a.9	Number of significant incidents associated with hazardous materials and waste management	Environmental Stewardship, p. 84
	EM-MM-150a.10	Description of waste and hazardous materials management policies and procedures for active and inactive operations	Environmental Stewardship, pp. 88-89
Biodiversity Impacts	**EM-MM-160a.1**	Description of environmental management policies and practices for active sites	Environmental Stewardship, p. 91
	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	Metals and Power's segments production facilities do not have acid effluents. The appearance of acidic waters is not typical for nepheline and bauxite developed fields, since these fields do not contain sulphide-containing rocks.

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Topic	Code	Accounting metric	Response and reference
Biodiversity Impacts	**EM-MM-160a.3**	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	In its biodiversity activities, Metals and Power segments are governed by the requirements of the legislation of the countries of the Company's presence, the provisions of the Company's Environmental Policy, the Regulations on the initial assessment of risks and materiality of impacts on biodiversity for existing enterprises and other regulations and documents. Metals and Power segment implement a comprehensive approach based on an assessment of the risks of potential impacts on biodiversity in the Company's regions of presence, which makes it possible to identify focus areas, minimize and mitigate such impacts as a result of its own production activity, and manage biodiversity conservation issues in a rational manner. Additionally: 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 enterprises.
Security, Human Rights & Rights of Indigenous Peoples	**EM-MM-210a.1**	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	To help our clients meet the Dodd-Frank act obligations, we affirm that, in accordance with the Declaration of DRC Conflict Minerals Free manufacturer, none of the Conflict Minerals from the Democratic Republic of the Congo or neighbouring countries (Angola, Republic of Congo, Burgundy, Central African Republic, Rwanda, South Sudan, Tanzania, Uganda or Zambia) is not used in the production and products of En+. Also, En+ does not in any way contribute to armed conflicts or violations of human rights in the Conflict Areas and in the High-Risk Areas.
	EM-MM-210a.2	Percentage of (1) proved and (2) probable reserves in or near indigenous land	The Company does not operate in areas of in or near indigenous land.
	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	Community engagement, p. 123 Employees, p. 113 In the reporting year, there were no cases of human rights violations, including violations of the rights of indigenous and minority peoples.
Community Relations	**EM-MM-210b.1**	Discussion of process to manage risks and opportunities associated with community rights and interests	Community engagement, p. 124
	EM-MM-210b.2	Number and duration of non-technical delays	As for the Metals and Power segments, there were no recorded facts of non-technical delays in the reporting year.
Labour Relations	**EM-MM-310a.1**	Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees	Additional Data, p. 167 Disclosure includes data for all employees.
	EM-MM-310a.2	Number and duration of strikes and lockouts	As for the Metals and Power segments, operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated were not identified in the reporting year. Also, there were no recorded facts of strikes and mass layoffs.
Workforce Health & Safety	**EM-MM-320a.1**	(1) MSHA all-incidence rate, disclosed in accordance with national law (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees	Additional Data, p. 170 Data is disclosed under the requirements of the legislation of the Russian Federation.
Business Ethics & Transparency	**EM-MM-510a.1**	Description of the management system for prevention of corruption and bribery throughout the value chain	Our values, ethics and integrity, p. 143
	EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Company does not have production from activities located in the countries with the 20 lowest rankings in Transparency International's Corruption Perception Index (CPI).
Tailings Storage Facilities Management	**EM-MM-540a.1**	Tailings 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) material findings, (11) mitigation measures, (12) site-specific EPRP	Tailings waste is not generated in the production processes of the Metals segment enterprises, therefore, the Metals segment has no tailings storage facilities. Within the Power segment this information cannot be disclosed in the current reporting period due to the peculiarities of data collection.
	EM-MM-540a.2	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities	Environmental Stewardship, p. 87 Tailings waste is not generated in the production processes of the Metals segment enterprises, therefore, the Metals segment has no tailings storage facilities. As for the Power segment, the tailings management system used to monitor and maintain the state of tailings storage facilities is developed. It includes internal production and environmental control, as well as control by supervisory state bodies and independent organisations. The Company has a multi-level structure to ensure transparency and a high level of control over all tailings management processes. Tailings management is conducted within the framework of environmental protection management.
	EM-MM-540a.3	Approach to development of Emergency Preparedness and Response Plans (EPRPs) for tailings storage facilities	Tailings waste is not generated in the production processes of the Metals segment enterprises, therefore, the Metals segment has no tailings storage facilities. As for the Power segment, Emergency Preparedness and Response Plans are developed at all tailings storage facilities. EPRPs, in particular, provide for measures to eliminate accidents, operational actions of personnel in case of preemergency and emergency situations, and a list of persons responsible for the implementation of measures. EPRPs also contain probable scenarios of emergency situations at the tailings storage facilities.
Activity Metrics	**EM-MM-000.A**	Production of (1) metal ores and (2) finished metal products	Annual report, pp. 32-37
	EM-MM-000.B	Total number of employees, percentage contractors	Employees, p. 114 The Company collects data only on the number of full-time employees and share of permanent contracts.

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Power segment

Topic	Code	Accounting metric	Response and reference
Greenhouse Gas Emissions & Energy Resource Planning	**IF-EU-110a.1**	(1) Gross global Scope 1 emissions, percentage covered under (2) emissions-limiting regulations, and (3) emissions-reporting regulations	Climate Leadership, p. 63 According to regulations, Decree of the President of the Russian Federation No. 666 of 04.11.2020 "On Reducing GHG Emissions" (the national contribution of the Russian Federation as part of the implementation of the Paris Agreement)
	IF-EU-110a.2	Greenhouse gas (GHG) emissions associated with power deliveries	Climate Leadership, p. 63
	IF-EU-110a.3	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 Leadership, p. 66
	IF-EU-110a.4	(1) Number of customers served in markets subject to renewable portfolio standards (RPS) and (2) percentage fulfilment of RPS target by market.	There are no requirements in Russia for the minimal share of renewable energy in the portfolio of generating companies.
Air Quality	**IF-EU-120a.1**	Air emissions of the following pollutants: (1) NO_x (excluding N_2O), (2) SO_x, (3) particulate matter (PM10), (4) lead (Pb), and (5) mercury (Hg); percentage of each in or near areas of dense population	Environmental Stewardship, p. 78 Additional Data, p. 158 This category includes all pollutants specified by Russian legislation.
Water Management	**IF-EU-140a1**	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Environmental Stewardship, p. 82 Additional Data, pp. 159-160
	If-EU-140a2	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	p. 79
	IF-EU-140a3	Description of water management risks and discussion of strategies and practices to mitigate those risks	Environmental Stewardship, p. 81
Coal Ash Management	**IF-EU-150a1**	Amount of coal combustion residuals (CCR) generated, percentage recycled	Environmental Stewardship, p. 89 Additional Data, p. 162
	IF-EU-150a2	Total number of coal combustion residual (CCR) impoundments, broken down by hazard potential classification and structural integrity assessment	Environmental Stewardship, p. 89 Additional Data, p. 162
Energy Affordability	**IF-EU-240a1**	Average retail electric rate for (1) residential, (2) commercial, and (3) industrial customers	Additional Data, p. 153 The maximum electric rate for the residential customers is set in accordance with the directive of the Federal Antimonopoly Service of Russia.
	IF-EU-240a2	Typical monthly electric bill for residential customers for (1) 500 kWh and (2) 1,000 kWh of electricity delivered per month	Additional Data, p. 153 The maximum electric rate for the residential customers is set in accordance with the directive of the Federal Antimonopoly Service of Russia.
	IF-EU-240a.3	Number of residential customer electric disconnections for nonpayment, percentage reconnected within 30 days	Additional Data, p. 153 The regulatory framework for disconnecting electricity is provided by Russian Federation Government Resolutions No. 354 and No. 442, which state that the contractor (organisation providing housing and utilities services), if there are legal grounds, terminates or suspends the provision of unpaid services.
	IF-EU-240a.4	Discussion of impact of external factors on customer affordability of electricity, including the economic conditions of the service territory	Energy affordability is mainly determined by reginal factors and maximum federal rates that stipulated and controlled by the Federal Antimonopoly Service of Russia.
Workforce Health & Safety	**IF-EU-320a.1**	1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Additional Data, p. 170
End-Use Efficiency & Demand	**IF-EU-420a1**	Percentage of electric utility revenues from rate structures that (1) are decoupled and (2) contain a lost revenue adjustment mechanism (LRAM)	Not applicable
	IF-EU-420a.2	Percentage of electric load served by smart grid technology	Additional Data, p. 153
	IF-EU-420a.3	Customer electricity savings from efficiency measures, by market	Company does not implement efficiency measures for electricity savings on the customer's side.
Nuclear Safety & Emergency Management	**IF-EU-540a.1**	Total number of nuclear power units, broken down by U.S. Nuclear Regulatory Commission (NRC) Action Matrix Column	Not applicable
	IF EU 540 a2	Description of efforts to manage nuclear safety and emergency preparedness	Not applicable
Grid Resiliency	**IF-EU-550a.1**	Number of incidents of non-compliance with physical and/or cybersecurity standards or regulations	Climate Leadership, p. 69
	IF-EU-550a.2	(1) System Average Interruption Duration Index (SAIDI), (2) System Average Interruption Frequency Index (SAIFI), and (3) Customer Average Interruption Duration Index (CAIDI), inclusive of major event days	Additional Data, p. 153 According to the legislation of the Russian Federation, utilities must provide the electricity without interruption. The Company has redundancy infrastructure and backup plans to ensure 24/7/365 availability. The regulatory framework for disconnecting electricity is provided by Russian Federation Government Resolutions No. 354 and No. 442.
Activity metrics	**IF-EU-000.A**	Number of: (1) residential, (2) commercial, and (3) industrial customers served	Commercially sensitive information that may not be disclosed.
	IF-EU-000B	Total electricity delivered to: (1) residential, (2) commercial, (3) industrial, (4) all other retail customers, and (5) wholesale customers	Commercially sensitive information that may not be disclosed.
	IF-EU-000C	Length of transmission and distribution lines	Annual Report 2021, p. 26
	IF-EU-000D	Total electricity generated, percentage by major energy source, percentage in regulated markets	Annual Report 2021, p. 26
	IF-EU-000E	Total wholesale electricity purchased	Additional Data, p. 151

APPENDIX

COMPLIANCE OF EN+ GROUP'S RESULTS WITH REQUIRED THRESHOLDS UNDER THE EU TAXONOMY

The European Commission, in order to meet climate and energy targets by 2030 as part of the European Green Deal, has developed the EU Taxonomy, a classification system that establishes a list of sustainable economic activities. The EU Taxonomy provides stakeholders with science-based evidence on the sustainability of economic sectors and enables them to better engage with them, redirecting resources and investments towards climate change mitigation to make societies more resilient to environmental shocks. The EU Taxonomy is based on the Taxonomy Technical Report published in June 2019.

Currently, the average value of all En+ Group smelters by a margin meets the updated technical selection criteria.

Name	Specific GHG emissions from electrolysis (Scope 1+2[1]), t CO_2eq/t Al
En+ Group's Metals segment, average	<3
EU Taxonomy mitigation benchmark[1]	<3
EU Taxonomy adaptation benchmark[2]	6

Topic	Metric and Required threshold	Response and reference
Aluminium production	Criterion 1. Direct emissions for primary aluminium production is at or below the value of the related EU-ETS benchmark of 1.514 t CO_2e/t.	Direct GHG emissions per tonne in electrolysis operations are 2.02 t CO_2 e/t Al, evaluated in accordance with an internally approved methodology of determination of direct GHGs from primary aluminium production.
	Criterion 2. Electricity consumption for electrolysis is at or below 15.29 MWh/t (European average emission factor according to International Aluminium Institute, 2017).	Average electricity consumption at aluminium smelters of En+ Group is 14.72. (average for KUBAL (Sweden), Alscon (Nigeria), Boguchansky Aluminium Smelter, Bratsk Aluminium Smelter, Volgograd Aluminium Smelter, Irkutsk Aluminium Smelter, Kandalaksha Aluminium Smelter, Novokuznetsk Aluminium Smelter, Sayanogorsk Aluminium Smelter, Nadvoitsy Aluminium Smelter, Krasnoyarsk Aluminium Smelter).
Production of electricity from hydropower	Any electricity generation technology can be included in the taxonomy if it can be demonstrated, using an ISO 14067 or a GHG Protocol Product Lifecycle Standard-compliant Product Carbon Footprint (PCF) assessment, that the allocated life cycle impacts for producing 1 kWh of electricity are below the declining threshold. Declining threshold: Facilities operating at life cycle emissions lower than 100g CO_2e/kWh, declining to 0g CO_2e/kWh by 2050, are eligible. • This threshold will be reduced every 5 years in line with a net-zero CO_2e in 2050 trajectory. • Facilities and activities must meet the threshold at the point in time when taxonomy approval is sought. For activities which go beyond 2050, it must be technically feasible to reach net zero emissions.	The Company does not conduct evaluation of greenhouse gas emissions for electricity produced from hydropower in accordance with the standards referenced in the EU Taxonomy. The company did calculation based on actual measurements and calculations that carrying out in accordance with IHA (International Hydropower Association) methodologies. In 2019, En+ GROUP initiated a study of greenhouse gas emissions from HPP's reservoirs. The program provides for instrumental measurements and is calculated until 2026. Preliminary results of completed in 2020-2021. show that the average annual emission of emissions is in the lower part of the range of average world values for boreal reservoirs: 0–20g CO_2-eq./kWh (similar to hydropower plants in Canada, Norway).

1. Scope 1 (1.5 t CO_2e/tAl) + Scope 2 (15.5 MWh/t Al * 0.1 t CO_2e/MWh) = 3.05 t CO_2e/tAl = ~ 3 t CO_2e/tAl
2. Scope 1 (1.5 t CO_2e/tAl) + Scope 2 (15.5 MWh/t Al * 0.27 t CO_2e/MWh) = 5.68 t CO_2e/tAl = ~ 6 t CO_2e/tAl

DISCLOSURE OF THE SECR REQUIREMENTS IN THE REPORT

The UK government's Streamlined Energy and Carbon Reporting (SECR) policy was implemented on 1 April 2019, when the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 came into force. SECR extends the reporting requirements for quoted companies and mandates new annual disclosures for large unquoted and limited liability partnerships (LLPs).

Topic	Requirement	Response and reference
GHG emissions	Annual global GHG emissions (global scope 1 and 2 GHG emissions in tonnes of carbon dioxide equivalent including all seven gases included under the Kyoto Protocol) from activities for which the company is responsible, including combustion of fuel and operation of any facility, and the annual emissions from the purchase of electricity, heat, steam or cooling by the company for its own use	The greenhouse gases included in the calculations are listed in the Climate Leadership section of the Report.
	Energy use and GHG emissions figures from previous year (exempt in 1st year)	The indicators are disclosed for 2019-2021.
Intensity measurement	At least one emissions intensity ratio	Climate Leadership, p. 63
Energy use	Underlying global energy use	Energy management, p. 68
Measures taken to improve energy efficiency	Narrative on energy efficiency measures	Energy management, p. 69
Quantification and reporting methodology	Details of methodology used	The indicators on GHG emissions are evaluated in accordance with 2006 IPCC Guidelines and Methodological Guidance on the Quantification of Greenhouse Gas Emissions by Entities Engaging in Business and Other Activities in the Russian Federation (approved by Order No. 300 of the Ministry of Natural Resources and the Environment of Russia dated 30 June 2015).

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Independent practitioner's assurance report

To the Board of Directors of EN+ GROUP IPJSC

Subject matter

We have been engaged by EN+ GROUP IPJSC (hereinafter "the Company") to perform a limited assurance engagement, as defined by International Standards on Assurance Engagements, (herein "the Engagement"), to report on the EN+ GROUP Sustainability Report (hereinafter "the Report") as of 31 December 2021 or for 2021 (hereinafter "the reporting period").

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 recommendations of the Task Force on Climate-Related Financial Disclosures, the Streamlined Energy and Carbon Reporting technical guidelines, thresholds under EU Taxonomy, requirements and recommendations of the London Stock Exchange, compliance with Directive 2014/95/EU, compliance with Partnerships and Groups (Accounts and Non-Financial Reporting) Regulations 2016 n. 1245, compliance with Aluminium Carbon Footprint Technical Support Document prepared by the International Aluminium Institute.

Applicable criteria

In preparing the Report the Company applied Global Reporting Initiative Sustainability Reporting Standards (hereinafter "GRI Standards") in Core option, Sustainability Accounting Standards Board standards (hereinafter "SASB standards") and the sustainability reporting principles of the Company as set forth in the Section "About the report" of the Report and in the notes to the text of the Report (hereinafter "the Criteria").

The Company's responsibilities

The Company's management is responsible for selecting the Criteria, and for presenting the Report in accordance with the Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Report, such that it is free from material misstatement, whether due to fraud or error.

Practitioner's responsibilities

Our responsibility is to express a conclusion on the presentation of the Report based on the evidence we have obtained.

We conducted our assurance engagement in accordance with International Standard for Assurance Engagements (revised) *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* (hereinafter "ISAE 3000"). ISAE 3000 requires that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Report is presented in accordance with the Criteria, and to issue a report. 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.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality control

We apply International Standard on Quality Control 1 (ISQC 1), and accordingly, we maintain a robust system of quality control, including policies and procedures documenting compliance with relevant ethical and professional standards and requirements in law or regulation.

We comply with the independence and other ethical requirements of the IESBA Code of Ethics for Professional Accountants, which establishes the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Summary of work performed

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.

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.

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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 and participating in stakeholder meetings;
- Analysis of material sustainability issues identified by the Company;
- Identification of sustainability issues material for the Company based on the procedures described above and analysis of their reflection in the Report;
- Review of data samples regarding key human resources, environmental protection, health and safety, and procurement indicators for the reporting period, to assess whether these data have been collected, prepared, collated and reported appropriately;
- Interview managers and executives responsible for human resources, environmental protection, health and safety of RUSAL Kamensk-Uralsky branch of RUSAL URAL JSC in the Metals segment of the Company and at Irkutsk Electric Grid Company JSC in the Power segment of the Company 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 headquarter 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 Core option of reporting "in accordance" with the GRI Standards and Electric Utilities and Power Generators Sustainability Accounting Standard (2018-10) and Metals and Mining Sustainability Accounting Standard (version 2021-12) prepared by SASB Standards Board.

We also performed such other procedures as we considered necessary in the circumstances.

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 represented fairly, in all material respects, according to the Criteria.

M.S. Khachaturian
Partner
TSATR - Audit Services Limited Liability Company

30 May 2022

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, 77, building 1.
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: EN+ GROUP IPJSC
Record made in the State Register of Legal Entities on 9 July 2019 and assigned state registration number 1193926010398.
Address: Russia 236006, Kaliningrad region, Kaliningrad, Oktyabrskaya street, 8, office 34.

APPENDIX

GLOSSARY

Units of measurement

bn	Billion
CO_2	Carbon dioxide
CO_2e	CO_2 equivalent
CO_2e/t Al	CO_2 equivalent per tonne of aluminium
EUR	Euro
Gcal	Gigacalorie, a unit of measurement for heating energy
GJ	Gigajoules
GW	Gigawatt (one million kilowatts)
GWh	Gigawatt-hour (one million kilowatt-hours)
h	hour
kt	Thousand metric tonnes
ktpa	Thousand metric tonnes per annum
kV	Kilovolt
kWh	Kilowatt-hour, a unit of measurement for produced electricity
m3	Cubic metres
lm	Linear meters
MJ	Megajoules
mn	Million
mt	Million metric tonnes
mtpa	Million tonnes per annum
MW	Megawatt (one thousand kilowatt), a unit of measurement for electrical power capacity
MWh	Megawatt-hour
r.m.	Running meters
RUB	Rouble
t, tonne	One metric tonne (one thousand kilograms)
TWh	Terawatt-hour (one billion kilowatt-hours)
USD	United States dollar
UAH	Ukrainian hryvnia
y-o-y	Year-on-year

Terms and abbreviations

5S Methodology	A methodology on lean and safe workplace organisation to create a comfortable working environment, increase productivity and reduce waste
AAL	Aughnish Alumina Ltd, a wholly owned subsidiary of RUSAL incorporated in Ireland
ABS Ship	American Bureau of Shipping (ABS) rules and guidelines based on the principles of naval architecture, marine engineering and related disciplines
AGK	Achinsk Alumina Refinery, a wholly owned subsidiary of RUSAL incorporated under the laws of the Russian Federation
Al	Aluminium
ALLOW	RUSAL's aluminium brand with an independently verified low carbon footprint. Carbon footprint is less than 4t CO2e per tonne of aluminium (smelter direct and indirect emissions only)
AmCham	American Chamber of Commerce in Russia
APQP	Advanced Product Quality Planning
ARC	Audit and Risk Committee
ASI	Aluminium Stewardship Initiative (ASI)
ASW	Ash and Slag Waste
ATS	Alternative Trading System
Aughinish	Aughinish Alumina Refinery, Aughinish Alumina, or Aughinish Alumina Limited, a wholly owned subsidiary of RUSAL incorporated in Ireland
B20	Business 20
BAT	Best available technologies
BAZ	Bogoslovsky Alumina Refinery, a wholly owned subsidiary of RUSAL incorporated under the laws of the Russian Federation
BGZ	Boksitogorsk Alumina Refinery, a wholly owned subsidiary of RUSAL incorporated under the laws of the Russian Federation
BIAC	Business and Industry Advisory Committee to the OECD
BCGI	Bauxite Company of Guyana, founded in December 2004 under an agreement between RUSAL (90%) and the Government of Guyana (10%)
BelAZ	Belarusian automobile plant and one of the world's largest manufacturers of large and especially large dump trucks
Board	Board of Directors of the Company
BrAZ	Bratsk Aluminium Smelter or PJSC RUSAL Bratsk, a wholly owned subsidiary of RUSAL incorporated under the laws of the Russian Federation
BoAZ	Boguchansky Aluminium Smelter means the aluminium smelter project involving the construction of a 600 thousand tpa greenfield aluminium smelter on a 230 hectare site, located approximately 8 km to the south-east of the settlement of Tayozhny in the Krasnoyarsk region, and approximately 160 km (212 km by road) from the Boguchanskaya hydro power plant, as described at pages 23 and 26 of UC RUSAL Annual Report
BRICS	Brazil, Russia, India, China and South Africa
BS	Business System
BS-250	Business System – 250
BT	Bratsk Aluminium Smelter, a wholly owned subsidiary of RUSAL incorporated under the laws of the Russian Federation
CAGR	Compound annual growth rate.
CAPEX	Capital expenditures
CBAM	Carbon Border Adjustment Mechanism
CBK	Compagnie des Bauxites de Kindia S.A., a wholly owned subsidiary of RUSAL incorporated in Guinea
CC	Compliance Committee
CCR	Coal Combustion Residual
CCS	Combined Charging System
CEO	Chief Executive Officer
CERBA	Canada Eurasia Russia Business Association
CDP	Carbon Disclosure Project
CDR	Carbon Dioxide Removal
CGC	Corporate Governance Committee
CGNC	Corporate Governance and Nominations Committee
CHP	Combined heat and power plant
CIS	Commonwealth of Independent States
CPLC	Carbon Pricing Leadership Coalition
CO	Carbon Monoxide
Cobad	Cobad S.A., a wholly owned subsidiary of RUSAL incorporated in Guinea
COMMod	The programme of modernisation of generating equipment of thermal power plants implemented by the state-owned JSC SO UPS
COP15	The 15th "Conference of the Parties". Fifteenth meeting of the Conference of the Parties to the United Nations Convention on Biological Diversity
COP26	The 26th "Conference of the Parties". The COP26 summit brought parties together in November 2021 to accelerate action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change
DC	Direct current power

APPENDIX

Directorate for Control	The Directorate for Control and Internal Audit
DNV GL	International accredited registrar and classification society for the maritime industry
DNV Ship	DNV GL certification, ensuring that ships or their components meet a number of standards, also known as class rules. These classes take into account safety, reliability and environmental impact criteria.
EAB	Environmental Advisory Board
EBIT	Earnings before interest and taxes
EBITDA	Earnings before interest, taxes, depreciation and amortisation
Eco-Soderberg	Eco-Soderberg is a technology developed by RUSAL to produce aluminium in modernised electrolysers, the main advantage of which is the use of environmentally friendly mass with low pitch content.
EN+ GROUP, En+, En+ Group, we, the Company, the Group	EN+ GROUP IPJSC and its subsidiaries, whose results are included in the consolidated financial statements prepared in accordance with the International Financial Reporting Standards
EPC contracts	Engineering, procurement and construction
ESG	Environmental, social and governance
ETC	Energy Transformation Commission
ETC (RUSAL)	The Engineering and Technology Centre
EU	European Union
EurAllumina	EurAllumina S.p.A., a 56.2% subsidiary of RUSAL
EuroSibEnergo	JSC EuroSibEnergo, a 100% subsidiary of En+ Group managing its power facilities
FCPA	US Foreign Corrupt Practices Law
FFI	Fauna & Flora International
FSSC 22000	FSSC 22000 contains a complete certification Scheme for Food Safety Management Systems based on existing standards for certification (ISO 22000, ISO 22003 and technical specifications
FTSE	Financial Times Stock Exchange
GDR	Global depositary receipt
GHG	Greenhouse gas
GHGP	Greenhouse gas Protocol
GHG emissions Scope 1	Direct greenhouse gas emissions from sources owned or controlled by the Company, e.g., emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.; emissions from chemical production in owned or controlled process equipment. Direct CO_2 emissions from the combustion of biomass are not included in Scope 1, as they are reported separately.
GHG emissions Scope 2	Indirect energy greenhouse gas emissions. Scope 2 accounts for GHG emissions resulting from the generation of purchased heat and electricity consumed by a company. Purchased heat and electricity is defined as electricity that is purchased or otherwise brought into the organisational boundary of the company. Scope 2 emissions physically occur at the facility where heat and electricity are generated
GHG emissions Scope 3	Greenhouse gas emissions from activities of assets not owned or controlled by the Company, but on which it indirectly impacts in its value chain. Emissions include all sources outside the boundaries of Scope 1 and 2, including those associated with the extraction and production of purchased materials, fuels and services, transportation, outsourced activities, waste disposal, etc.
GR	Government Relations
GRI	Global Reporting Initiative
GSEP	The Global Sustainable Electricity Partnership
GSM	General shareholders meeting
G20	The Group of Twenty
HPP	Hydropower plant
HR	Human resources
HS	Health & Safety
HSE	Health, safety and environment
HSE Committee	The Health, Safety and Environment Committee
Hybrid perovskites	Class of semiconductor that combines the advantages of organic and inorganic semiconductors, finding use as a more competitive material for solar cells than silicon
IAI	International Aluminium Institute
IATF 16949	IATF 16949 a quality management system for organisations in the automotive industry, using the Advanced Product Quality Planning (Production Part Approval Process) approach.
ICC	International Chamber of Commerce Russia
ICS	Internal Control System
IES	Integrated Energy System
IESK	Irkutsk Electric Grid Company
IFRS	International Financial Reporting Standards
IHA	International Hydropower Association
ILM&T	Institute of Light Materials and Technologies
INRTU	Irkutsk National Research Technical University
IUCN	International Union for the Conservation of Nature and Natural Resources
IPCC	Intergovernmental Panel on Climate Change
IPEE RAS	A. N. Severtsov Institute for Ecology and Evolution of the Russian Academy of Sciences
IP	Intellectual property
I-REC	International renewable energy certificates
Irkutskenergo	Irkutsk Public Joint Stock Company of Energetics and Electrification, a power generating company controlled by En+ by more than 30% of Irkutskenergo's issued share capital
IrKAZ	Irkutsk Aluminium Smelter, a branch of RUSAL Bratsk in Shelekhov, Russia
IATF 16949	IATF 16949:2016, an international "Quality management systems" standard for the automotive industry developed by the International Automotive Industry Task Force (IATF)
ISO 9001	ISO 9001:2015, an international "Quality management systems – Requirements" standard developed by the International Organisation for Standardisation setting the criteria for quality management systems and the only standard in the family that can be certified to
ISO 14001	ISO 14001:2015, an international "Environmental management systems – Requirements with guidance for use" standard developed by the International Organisation for Standardisation setting the criteria for an environmental management system and can be certified to.
ISO 14025	ISO 14025:2006 establishes the principles and specifies the procedures for developing Type III environmental declaration programmes and Type III environmental declarations.
ISO 45001	ISO 45001:2018, an international "Occupational health and safety management systems — Requirements with guidance for use" standard developed by the International Organisation for Standardisation setting the criteria for health and safety management systems and can be certified to
JSC	Joint-stock company
Kaizen	An approach that promotes continuous process improvement. It is based on creating a corporate culture based on communication and cooperation between employees for incremental process improvements
KAZ	Kandalaksha Aluminium Smelter, a branch of RUSAL Ural JSC
KhAZ	Khakas Aluminium Smelters
KPI	Key performance indicator
KrAZ	Krasnoyarsk Aluminium Smelter or JSC RUSAL Krasnoyarsk, a wholly owned subsidiary of RUSAL incorporated under the laws of the Russian Federation
KUBAL	Kubikenborg Aluminium AB, a wholly owned subsidiary of RUSAL incorporated in Sweden
KYC	Know Your Customer
LCA	Low carbon aluminium
LLC	Limited liability company
LME	London Metal Exchange
LSE	London Stock Exchange
LTIFR	The Lost Time Injury Frequency Rate, calculated by the Group as the sum of fatalities and lost time injuries per 200,000 man-hours
Metals segment	The segment comprising of RUSAL (56.88% owned by En+ Group). RUSAL's power facilities are included into the Metals segment

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Mineral Resource	A concentration or occurrence of material of intrinsic economic interest in or on the earth's crust in such form, quality, and quantity, that there are reasonable prospects for eventual economic extraction. The location, quantity, grade, geological characteristics and continuity of a mineral resource are known, estimated or interpreted from specific geological evidence and knowledge. Mineral resources are subdivided, in order of increasing geological confidence, into inferred, indicated and measured categories
Management Team	Executive Directors and Officers of the Company
MOEX	Moscow Exchange
MSU	Moscow State University
NC	Nominations Committee
NPC loyalty index	Net Promoter Score, a metric used to improve customer service
Net debt	The sum of loans, borrowings, and bonds outstanding as well as deferred liability for the acquisition of PJSC Irkutskenergo (the Group's subsidiary) shares less total cash and cash equivalents as at the end of the relevant period
NGO	Non-governmental organisations
Norilsk Nickel	PJSC MMC NORILSK NICKEL, incorporated under the laws of the Russian Federation
NkAZ	Novokuznetsk Aluminium Smelter or JSC RUSAL Novokuznetsk, a wholly owned subsidiary of RUSAL incorporated under the laws of the Russian Federation
OECD	The Organisation for Economic Cooperation and Development
OFAC	The Office of Foreign Assets Control (OFAC) of the US Department of the Treasury
OFAC Sanctions	The designation by OFAC of certain persons and certain companies which are controlled or deemed to be controlled by some of these persons into the Specially Designated Nationals List
OJSC	Open joint-stock company
OHS	Occupational health and safety
OHSAS 18001	Occupational Health and Safety Specification (OHSAS) 18001
OHSMS	Occupational Health and Safety Management Systems
Ore Reserves	The economically mineable part of a measured and/or indicated mineral Resource. It includes diluting materials and allowances for losses, which may occur when the material is mined. Appropriate assessments and studies have been carried out, and include consideration of and modification by realistically assumed mining, metallurgical, economic, marketing, legal, environmental, social, and governmental factors. These assessments demonstrate at the time of reporting that extraction could reasonably be justified. Ore reserves are sub-divided in order of increasing confidence into probable and proved.
PCB	Polychlorinated biphenyl
PCR	Polymerase chain reaction. PCR is a method widely used to rapidly make millions to billions of copies of a specific DNA sample.
PFC	Perfluorocarbons
PLC	Public limited company
PMV	Volgograd Powder Metallurgy, a wholly owned subsidiary of RUSAL incorporated under the laws of the Russian Federation
POPs	Persistent Organic Pollutants
Power segment	The segment predominantly comprising of power facilities owned by En+ Group. The Power segment engages in all aspects of the power industry, including electric power generation, power trading, and supply
PPE	Personal protective equipment
QAL	Queensland Alumina Limited, a company incorporated in Queensland, Australia, in which RUSAL indirectly holds a 20% equity stake
Q&A	Question and answer
QMS	Quality management system
RA	Rating agencies
RA-550	RA-550 technology is recognised as a model solution in the sphere of aluminium reduction by leading experts in the global aluminium industry.
R&D	Research and Development
RCC	Regulation and Compliance Committee
RemCom	Remuneration Committee
RE100	RE100 is a global initiative bringing together the world's most influential businesses committed to 100% renewable electricity.
RMS	Risk Management System
RSPP	Russian Union of Industrialists and Entrepreneurs
RUSAL, the Metals segment	United Company RUSAL Plc, incorporated under the laws of Jersey with limited liability (56.88% owned by En+ Group)
Rusal Silicon Urals	LLC RUSAL Silicon Urals (formerly LLC SU-Silicon), an indirect, non-wholly-owned subsidiary of RUSAL
RusHydro	PJSC RusHydro (Public Joint-Stock Company Federal Hydro-Generating Company – RusHydro), organised under the laws of the Russian Federation, an independent third party
SASB	Sustainability Accounting Standards Board
SAP system	Systems Analysis and Program Development
SAYANAL	JSC RUSAL SAYANAL, a wholly owned subsidiary of RUSAL incorporated under the laws of the Russian Federation
SAZ	Sayanogorsk Aluminium Smelter, JSC "RUSAL Sayanogorsk", a company incorporated under the laws of the Russian Federation, which is a wholly owned subsidiary of the Company.
SBTi	Science Based Targets initiative, a joint initiative by CDP, UN Global Compact, World Resources Institute and WWF that was established to drive corporate ambition and help businesses pursue bolder solutions to climate change
SDG	Sustainable Development Goal
SECR	Streamlined energy and carbon reporting
SignAL	En+'s corporate 24-hour hotline, accessible through a variety of communication methods
Six Sigma methodology	A set of quality control tools based on marginal error or defect analysis. The aim of the process is to improve cycle times while reducing manufacturing defects
SKAD	Russia's largest enterprise producing cast aluminium alloy car disks.
SMR	Strikeforce Mining and Resources PLC
SPP	Solar Power Plant
SSPs	Shared Socioeconomic Pathways
SUBR	North Urals Bauxite Mine
TAZ	Taishet aluminium smelter
TCFD	Task Force on Climate-Related Financial Disclosures
Timan Bauxite	Joint Stock Company "Boksit Timana", a non-wholly owned subsidiary of RUSAL incorporated under the laws of the Russian Federation
UAZ	Urals Aluminium Smelter, a branch of JSC RUSAL Ural
UN	The United Nations
UNESCO	The United Nations Educational, Scientific and Cultural Organisation
UNFCCC	The United Nations Framework Convention on Climate Change
UNGC	United Nations Global Compact
UN SDGs	United Nation's Sustainable Development Goals
USRBC	The U.S. – Russia Business Council
Valcom-PM	Valkom-PM Ltd., a wholly owned subsidiary of RUSAL incorporated under the laws of the Russian Federation
VgAZ	Volgograd Aluminium Smelter, a branch of RUSAL Ural JSC
VAP	Value-added products. Includes wire rod, foundry alloys, billets, slabs, high purity, and others
VOCs	Volatile Organic Compounds
WEF	The World Economic Forum
Wholesale electricity and capacity market	Market for the turnover of electric energy and capacity within Russia's Unified Energy System and unified economic space, with the participation of large electricity producers and consumers that have the status of wholesale market objects, confirmed in full accordance with the Russian Federal Law "On the Electric Power Industry". The criteria for determining large electricity producers and consumers are also established by the Russian Government
Windalco	West Indies Alumina Company, a company incorporated in Jamaica, in which RUSAL indirectly holds a 100% stake
WWF	World Wildlife Fund

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DISCLAIMER

The information presented in this Sustainability Report only reflects the Company's position during the review period from 1 January 2021 to 31 December 2021 (the "Review Period") pursuant to the requirements of the Listing Rules ("LR") published by the UK's Financial Conduct Authority (the "FCA") in its capacity as competent authority under the Financial Services and Markets Act 2000 (as amended) and the FCA's Disclosure Guidance and Transparency Rules ("DTRs") (the LR and the DTR together being the "Rules") (unless otherwise specified). Accordingly, all forward-looking statements, analyses, reviews, discussions, commentaries and risks presented in this Sustainability Report are based upon the financial information of the Company covering the Review Period only and not thereafter. Shareholders and potential investors should be aware that, as widely reported in the media in late February, March, April and May 2022, certain countries and multilateral organisations announced new packages of sanctions against the public debt of the Russian Federation, Russia's central bank, a number of Russian banks and certain Russian government-related entities and institutions, as well as personal sanctions against a number of individual as well as certain other restrictions.

Due to the growing geopolitical tensions since February 2022, there has been a significant increase in volatility on the securities and currency markets, as well as a significant depreciation of the rouble against the US dollar and the euro. It is expected that these events will affect the activities of Russian enterprises in various sectors of the economy. The quantitative effect of these events cannot be accurately estimated at the moment with any degree of confidence. Due to all these circumstances, the Company may potentially face difficulties in the supply of equipment, which may lead to the postponement of investment projects. The probable necessity to replace foreign currency credit facilities with debt denominated in RUB may have a negative impact on the financial results of the Company due to high interest rates in the local RUB market caused by general instability and the significant increase of the key rate set by the Bank of Russia (set at 20% in the end of February 2022 and subsequently decreased to 17% in the beginning of April 2022).

The recently announced intention by the Russian Government to change the regulation of domestic metals' sales prices affecting En+ Group's metals segment represented by RUSAL may have an adverse effect on the Company's profitability. On 1 March 2022, the Group has announced that due to unavoidable logistical and transport challenges on the Black Sea and the surrounding area, it has been obliged to temporarily halt production at the Nikolaev Alumina Refinery located in the Nikolaev Region, Ukraine. 2021 output of this refinery amounted to 1.8 mt of alumina. Also, on 20 March 2022, the Australian government imposed an immediate ban on exports of alumina and aluminium ores, including bauxite, to Russia. This action will affect, among other things, the alumina export from Australia. That is almost 20% of RUSAL demand. Currently, the Company's management is evaluating the effect of all of the above and analysing the possible impact of changing and uncertain micro and macroeconomic conditions on the Company's future financial position and results of operations in 2022 and onwards, and will make further announcements if and when it is necessary or required.

Shareholders and potential investors should be aware that the information presented in this Sustainability Report does not take into account all these new developments or any potential impact which these may have on the Company or the Group. Accordingly, the information presented in this Sustainability Report including but not limited to all forward-looking statements, analyses, reviews, discussions, commentaries and risks, does not reflect the latest position (financial or otherwise) of the Group. Given the global nature of the business of the Group, the international politico-economic dimension of the circumstances indicated above this matter is continually evolving. Shareholders and potential investors are therefore strongly advised to make reference to the latest announcements issued by the Company (i.e. announcements issued by the Company after 24 February 2022) and such other announcement(s) to be issued by the Company in accordance with the applicable laws and regulations as and when appropriate before dealing in the Company's securities. Shareholders and potential investors should exercise caution when dealing in the Company's securities. If in doubt, recently are advised to consult their stockbrokers, bank managers, solicitors and/or other professional advisers before dealing in the Company's securities.