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Business model

Capital SASB: IF-EU-000.D, IF-EU-000.C — Output

→ Value for stakeholders

Natural	Intellectual	Production	Power segment		Metals segment	Employees	Shareholders and investors
22.0 mtpa Total bauxite capacity 10.4 mtpa Total alumina capacity 727.2 mn m Water consumption	>100 Professional training and development programmes for En+ Group employees USD 24.8 mn R&D expenses	73.7 TWh Hydropower 26.3	16.9 TWh Thermal energy	15.9 mt Bauxites 3.6	6.4 mt Alumina 3.9	usd 311 mn Pension plan payments usd 1,848 mn Employee wages, including total retirement costs	usp 2.2 bn Market capitalisation usp 2.9 bn Adjusted EBITDA
Productive 19.5 gw Total installed electrical capacity 4.2 mtpa Aluminium capacity ²	Human ~93,000 Employees on 5 continents 74% Employee satisfaction	mn Gcal Heat Sales 163.2 GW Sales of capacity		mt Nephelines 3.9 mt Aluminium	mt Aluminium 1.4 mt Value-added products	Customers 1.3 mt Of low-carbon ALLOW aluminium sold 4.17 of 5 Average customer satisfaction score	usp 76 mn Social investments usp 495 mn Mandatory payments to governments Suppliers 80.2%
Financial USD 27.5 bn Total assets USD 1.9 bn Capital expenditure	Social and reputational A(RU) "Stable" Credit rating A- ESG rating				Allow		Share of purchases from local suppliers
Strategy	1 Maxin	nising efficiency	2 Increasing capacity	Driving innovation	4 Ensuring a stable final situation		nitting to sustainability

Por more details on value creation, see pages <u>84-85</u>, on stakeholder engagement, see pages <u>86-89</u>, on key risks, see pages 186-193, on strategy, see pages 24-27

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