


Strategy

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

We maintain our commitment to the Group’s sustainable development strategy by enhancing manufacturing technology and modernising assets, simultaneously aiming to boost the production of cost-efficient aluminium, which will have a positive impact on our profit margins, financial stability, and debt burden.

Strategic priorities and global trends (#)	Strategic objectives	2024 Highlights	Reference to UN SDGs and national development goals
<div>1</div> <div>Maximising efficiency</div> <div>#localisation of production</div> <div>#decarbonisation</div>	<div>Vertical integration to secure a supply of raw materials</div> <div>The Company prioritises achieving self-sufficiency in raw materials. The Metals segment is therefore committed to the following objectives:</div> <div><ul style="list-style-type: none">Return to at least 100% self-sufficiency in alumina for aluminium productionAchieve 100% self-sufficiency in anodes for aluminium productionAttain at least 100% and 80% self-sufficiency in flux and master alloys, respectively, for aluminium production</div> <div>By using self-generated hydropower in the aluminium smelting process, we not only generate income for the Power segment by providing steady baseload demand for electricity but also effectively reduce the carbon footprint of primary aluminium production as almost 100% of energy used for smelting is renewable.</div> <div>Production cost savings</div> <div>To cut production costs, the Company aims to achieve independence from external raw material suppliers and strategically positions aluminium smelters near HPPs, capitalising on cost savings from location synergies.</div> <div>En+ Group is dedicated to enhancing operational efficiency through digital transformation initiatives and robust business system integrations.</div>	<div>>90% of energy used in aluminium smelting is the Company’s own hydropower supply</div> <div>88%¹ Self-sufficiency in bauxites and nephelines</div> <div>~78%¹ Self-sufficiency in alumina</div> <div>USD 10,216 mn Total cost of sales</div> <div>USD 128.5 mn Total economic benefit from the implementation of business system projects</div>	<div><div>34</div></div> <div><div>5</div></div>

National development goals:

- 1

Preservation of the population, strengthening health and improving the well-being of people, supporting families
- 2





Self-fulfilment of each person, unlocking their talents, and educating a patriotic and socially responsible person
- 3

Comfortable and safe living environment
- 4

Ecological well-being
- 5

Sustainable and dynamic economy
- 6

Technological leadership

Strategic priorities and global trends (#)	Strategic objectives	2024 Highlights	Reference to UN SDGs and national development goals
	<div>Higher profitability</div> <div>The Metals segment is prioritising the expansion of high-value-added product (VAP) capacity. The Aluminium Division is actively expanding its VAP capacity to offer more products like foil, powders, extrusions, and aluminium wheels.</div>	<div>1,422 kt VAP sales volumes</div> <div>10.9 kt Volume of processed secondary alloys</div>	<div><div>5</div></div>
<div>2</div> <div>Increasing capacity</div> <div>#energy transition</div> <div>#decarbonisation</div>	<div>Aluminium capacity expansions</div> <div>The Group is consistently growing its aluminium capacity:</div> <div><ul style="list-style-type: none">In 2024, all electrolyzers of the first series were put into operation at the Taishet Aluminium Smelter, and commercial products are being manufactured.Currently, the Company is planning for the second stage of Taishet and Boguchany Aluminium Smelter projects</div> <div>Ramp-up of renewable generation capacity</div> <div>The Company is actively pursuing the development of new renewable-energy facilities, including:</div> <div><ul style="list-style-type: none">new HPP projectssolar capacity additionsa wind farm project</div> <div>The New Energy programme for upgrading hydro capacity is also underway, aimed at boosting plant unit reliability and overall generation levels.</div>	<div></div> <div>2.2 GW Aggregate capacity of new hydro projects</div> <div>2.4 billion kWh Additional generation through the New Energy programme starting from 2026</div> <div>1 GW Potential capacity of the wind farm</div>	<div><div>5</div></div> <div><div>4</div></div>

¹ Taking into account the shutdown of alumina production at the Nikolaev Alumina Refinery and the Australian Government’s ban on exporting alumina and aluminium ores to Russia. Taking into account the acquisition of a 30% interest in an alumina plant Hebei Wenfeng New Material Co., Ltd., located in China.

Strategic priorities and global trends (#)	Strategic objectives	2024 Highlights	Reference to UN SDGs and national development goals
<div>3</div> <div>Ensuring a stable financial position</div> <div>#sustainable finance</div>	En+ Group remains focused on adapting to evolving circumstances and external influences, aiming to maintain robust liquidity and a solid financial standing.	<div>USD 14,649 mn</div> Revenue <div>USD 2,927 mn</div> Adjusted EBITDA <div>20%</div> Adjusted EBITDA margin	<div>8</div> <div>5</div>
<div>4</div> <div>Driving innovation</div> <div>#energy transition</div> <div>#automation and robotics</div>	<div>Advancing and scaling aluminium and alloy production technologies</div> <p>Key focal points in the Group's technology portfolio are refining our proprietary RA-550 aluminium production cells, priming our inert anode technology for commercial use, and scaling production technology for aluminium-scandium alloy-based VAPs.</p> <div>Driving renewable technology innovation</div> <p>The Company's Power segment R&D projects include research into tandem perovskite solar panels, energy storage, green hydrogen transport.</p>	<div>0.01</div> <div>t of CO₂e per t of aluminium</div> <p>GHG emissions per tonne of aluminium (Scope 1 and 2) produced with inert anode technology</p>	<div>8</div> <div>9</div> <div>13</div> <div>5</div> <div>6</div> <div>7</div> <div>13</div>

Strategic priorities and global trends (#)	Strategic objectives	2024 Highlights	Reference to UN SDGs and national development goals
<div>5</div> <div>Committing to sustainability</div> <div>#energy transition</div> <div>#decarbonisation</div> <div>#circular economy</div> <div>#tougher competition for talent</div> <div>#creating an inclusive environment</div> <div>#increasing social responsibility of business</div>	<div>Achieving carbon neutrality</div> <p>The Company has set climate targets to achieve net-zero emissions by 2050 and to reduce greenhouse gas (GHG) emissions by at least 35% by 2035 (from a 2018 baseline). We have also unveiled a detailed roadmap to achieve carbon neutrality.</p> <div>Mitigating our environmental impact</div> <p>To eliminate or mitigate its environmental footprint across all businesses, En+ Group is strongly focused on driving R&D, adopting best available technology, and investing in modernisation.</p> <div>Human capital development</div> <p>En+ Group's key HR objectives are to recruit and retain highly skilled talent, boost employee engagement, and provide a supportive working environment with attractive working conditions that foster professional growth among our people and promote the well-being of their families.</p> <div>Positive contribution to the development of our responsibility regions</div> <p>En+ Group's social investments are directed towards enhancing public health, facilitating opportunities for physical activity, ensuring equal access to high-quality and innovative education, developing accessible infrastructure, and providing support to individuals facing challenging circumstances.</p> <div>Providing safe work environment</div> <p>Safety is our absolute priority in everything we do. En+ Group is committed to ensuring a safe working environment for its people, contractors, and partners</p>	<div>66.6</div> <div>mt of CO₂e</div> <p>Total GHG emissions (Scope 1, 2, and 3)</p> <div>USD 212.3 mn</div> <p>Total environmental protection spending</p> <div>16.8%</div> <p>Employee turnover</p> <div>USD 76 mn</div> <p>Social investments</p> <div>0.84</div> <p>Lost Time Injury Frequency Rate (LTIFR) per 1 million man-hours worked</p>	<div>7</div> <div>13</div> <div>5</div> <div>6</div> <div>12</div> <div>15</div> <div>3</div> <div>4</div> <div>8</div> <div>2</div> <div>11</div> <div>1</div> <div>3</div> <div>1</div>