

The Corporate Governance, Nomination and Remuneration Committee used the self-evaluation results to develop recommendations to the Board of Directors for further improvement:

- Maintain the practice of regularly informing the Board of Directors about key trends and problems in the markets in which the Company operates
- Continue reviewing matters relating to implementation of major investment projects
- Hold regular meetings between Board members and the President of the Company, informal meetings between Board members and senior management
- For the Company's management and the Corporate Governance, Nomination and Remuneration Committee – assess the need to develop and apply new tools to analyse the existing corporate governance framework

- Expand the practice of reviewing human capital development and staff motivation matters at meeting of the Corporate Governance, Nomination and Remuneration Committee

At its meeting on 9 April 2021, the Board of Directors reviewed the Report on the Internal Performance Evaluation of the Board of Directors in 2020 and the recommendations of the Corporate Governance, Nomination and Remuneration Committee, and acknowledged that the Board of Directors and its committees, as well as the Board Chairman and the Corporate Secretary discharged their duties effectively. The Board of Directors will incorporate the recommendations of the Corporate

Governance, Nomination and Remuneration Committee in its work in 2021.

In line with corporate governance best practice, the Board of Directors will continue performing an independent expert to evaluate its performance at least once every three years. The next external evaluation will cover the Board's performance in 2021, as the last one covered its 2018 performance (for more details, please see [the 2018 Annual Report](#)).

BIOGRAPHICAL DETAILS OF BOARD MEMBERS¹

Biographical details of previous members of the Board of Directors are available in the [2019 Annual Report](#).



Gareth Peter Penny

Chairman of the Board of Directors since 2013 (Independent Director), member of the Strategy Committee

Born in: 1962

Nationality: UK

In the reporting year, held no shares in MMC Norilsk Nickel and made no transactions with them

Education:

Diocesan College (Bishops) (Cape Town, South Africa)

Eton College (UK)

Rhodes Scholar, Master in Philosophy, Politics and Economics, University of Oxford (UK)

Experience in the last five years

2019–present: non-executive Chairman of the Board of Directors of Ninety One plc and Ninety One Ltd

2017–present: member of the Board of Directors of Amulet Diamond Corp.

2017–2020: non-executive Chairman of the Board of Directors of Edcon Holdings Limited

2016–2018: non-executive Chairman of the Board of Directors of Pangolin Diamonds Corp.

2012–2016: member of the Board of Directors of OKD

2012–2016: executive Chairman at New World Resources Plc, executive director at New World Resources N.V.

2007–2019: non-executive director at Julius Baer Group Ltd

¹ Positions are indicated as at the end of 2019.



Nikolay Abramov

Member of the Board of Directors since 2020 (Non-Executive Director), Member of the Strategy Committee

Born in: 1946

Nationality: Russian Federation

Shareholding: 0.000667%

Made no transactions with shares in MMC Norilsk Nickel in the reporting year

Education:

Degree in Chemical Technology of Solid Fuel, Donetsk National Technical University

Experience in the last five years

2020–present: team leader at JSC RUSAL Management

2017–present: member of the Board of Directors of Seligdar

2005–2019: CEO of Interregional Centre for Energy Saving Technologies



Sergey Batekhin

Deputy Chairman of the Board of Directors since 2020 (Non-Executive Director)

Born in: 1965

Nationality: Russian Federation

In the reporting year, held no shares in MMC Norilsk Nickel and made no transactions with them

Education

Major in Foreign Languages (military and political translation), Krasnoznamenny Military Institute of the Ministry of Defence of the USSR

Degree in Finance and Credit, Plekhanov Russian Academy of Economics

Master of Business Administration, PhD in Economics, Moscow International Higher School of Business MIRBIS

Speaks French, German, English and Italian

Experience in the last five years

2020–present: Chairman of the Supervisory Board of the Digital Capital

2020–present: member of the Board of Trustees of the Vladimir Potanin Foundation

2020–present: CEO, Chairman of the Management Board of Interros Holding Company

2019–present: member of the Board of Directors of Jokerit Hockey Club Oy

2019–present: Chairman of the Presidium of the Night Hockey League non-profit amateur hockey foundation

2018–present: member of the Board of Directors of LLC Kontinental Hockey League

2013–2020 – member of the Management Board (2013–2020), Vice President (2015–2016), Senior Vice President – Head of Sales, Commerce and Logistics (2016–2018), Senior Vice President – Head of Sales, Procurement and Innovation (2018–2020) at MMC Norilsk Nickel



Sergey Barbashev

Member of the Board of Directors since 2011 (Executive Director)

Born in: 1962

Nationality: Russian Federation

In the reporting year, held no shares in MMC Norilsk Nickel and made no transactions with them

Education

Degree in Law, Moscow Higher School of Militia of the Ministry of Internal Affairs of the USSR

Experience in the last five years

2018–present: member of the Management Board, First Vice President – Head of Corporate Security at MMC Norilsk Nickel

2016–present: member of the Board of Endowment Fund for Education, Science and Culture

2016–2018: Director at Olderfrey Holdings Limited

2015–2018: Branch Director at Olderfrey Holdings Ltd

2011–2019: Chairman of the Board of Directors of Rosa Khutor Ski Resort Development Company

2008–present: member of the Board of the Vladimir Potanin Foundation

2008–2018: CEO, Chairman of the Management Board of Interros Holding Company



Alexey Bashkirov

Member of the Board of Directors since 2013 (Non-Executive Director)

Born in: 1977

Nationality: Russian Federation

In the reporting year, held no shares in MMC Norilsk Nickel and made no transactions with them

Education

Degree in International Economic Relations, Moscow State Institute of International Relations (MGIMO University)

Experience in the last five years

2020: member of the Management Board, Senior Vice President – Head of Commerce, Business Development, Investor and Public Relations at MMC Norilsk Nickel

2016–present: CEO of Translaininvest

2016–present: Managing Director at Winter Capital Advisors

2016–2018: member of the Board of Directors of iGlass Technology Inc

2016–present: member of the Board of Trustees of the Night Hockey League non-profit amateur hockey foundation

2014–present: member of the boards of directors of NPO Petrovax Pharm and Hoym Market (before – Zaodno)

2009–present: executive director, Director of the Investment Department (2009–2015), Deputy Chief Investment Officer (2009–2018), member of the Management Board (2011–2018), CEO and Chairman of the Management Board (2018–2020) at Interros Holding Company



Sergey Bratukhin

Chairman of the Board of Directors since 2013 (Independent Director), member of the Corporate Governance, Nomination and Remuneration Committee, member of the Strategy Committee, member of the Budget Committee, member of the Audit and Sustainable Development Committee

Born in: 1971

Nationality: Russian Federation

In the reporting year, held no shares in MMC Norilsk Nickel and made no transactions with them

Education

Degree in Engineering, Mendeleev University of Chemical Technology of Russia

Degree in Banking and Insurance, Finance Academy under the Government of the Russian Federation

EMBA, Warwick Business School

Experience in the last five years

2020–present: President of Invest AG

2014–2016: member of the Board of Directors of International Financial Club Bank

2011–2020: President of CIS Investment Advisers

2017–2007: member of the Board of Directors of Dallesprom



Sergey Volk

Member of the Board of Directors since 2019 (Independent Director), member of the Corporate Governance, Nomination and Remuneration Committee of the Board of Directors

Born in: 1969

Nationality: Ukraine

In the reporting year, held no shares in MMC Norilsk Nickel and made no transactions with them

Education

Master of Business Administration (majoring in Finance), University of Texas at Austin (USA)

Experience in the last five years

2019–present: member of the Board of Directors of Fortenova grupa d.d. (Zagreb, Croatia)

2018–present: member of the Supervisory Board of Mercator d.d. (Ljubljana, Slovenia)

2016–present: senior banker at Sberbank

2013–2016: consulting specialist, business management consultant



Marianna Zakharova

Member of the Board of Directors since 2010 (Executive Director), Member of the Management Board since 2016

Born in: 1976

Nationality: Russian Federation

In the reporting year, held no shares in MMC Norilsk Nickel and made no transactions with them

Education

Master in Law, Peoples' Friendship University of Russia (RUDN)

Experience in the last five years

2020–present: member of the Board of Trustees of the Vladimir Potanin Foundation

2015–present: First Vice President – Head of Corporate Governance, Asset Management and Legal Affairs at MMC Norilsk Nickel



Roger Llewelyn Munnings

Chairman of the Board of Directors since 2018 (Independent Director), Chairman of the Audit and Sustainable Development Committee, member of the Budget Committee

Born in: 1950

Nationality: UK

Education

Master in Politics, Philosophy and Economics (Hons), University of Oxford (UK)

Fellow of the Institute of Chartered Accountants in England and Wales

Experience in the last five years

2020–present: member of the Board of Directors of the Royal Welsh College of Music & Drama

2017–present: Director of 3 Lansdown Crescent Limited

2017–present: member of the Council of National Representatives (UK) at the Association of European Businesses in Russia

2015–present: member of the Board of Directors of LUKOIL

2013–present: member of the Board of Trustees of International Business Leaders Forum

2013–present: trustee at Kino Klassika Foundation

2013–present: member of the National Council on Corporate Governance non-profit partnership

2010–present: member of the Board of Directors of Sistema

2010–2016: member of the Board of Directors of Wadswick Energy Limited

2009–2016: trustee at the John Smith Trust

2003–present: member of the Board of Directors, Chairman of the Board of Directors of the Russo-British Chamber of Commerce



Maxim Poletaev

Member of the Board of Directors since 2019 (Non-Executive Director), Chairman of the Strategy Committee of the Board of Directors, member of the Budget Committee of the Board of Directors

Born in: 1971

Nationality: Russian Federation

In the reporting year, held no shares in MMC Norilsk Nickel and made no transactions with them

Education

Degree in Accounting and Business Analysis, P. G. Demidov Yaroslavl State University

Experience in the last five years

2020–present: Deputy CEO of RUSAL

2019–2020: member of the Board of Directors of United Company RUSAL Plc

2019–present: Chairman of the Board of Directors of Fortenova grupa d.d. (Zagreb, Croatia)

2018–present: advisor to the President of Sberbank

2013–2018: First Deputy Chairman of the Management Board of Sberbank



Vyacheslav Solomin

Member of the Board of Directors since 2019 (Non-Executive Director), member of the Audit and Sustainable Development Committee of the Board of Directors, member of the Budget Committee of the Board of Directors

Born in: 1975

Nationality: Russian Federation

Education

Degree in International Economics, Far Eastern Federal University

Experience in the last five years

2020–present: Executive Director, deputy CEO – COO of En+ Holding (2015–2020: Director)

2018–present: director, member of Board of Directors of UC RUSAL, IPJSC (until 25 September 2020 – United Company RUSAL Plc)

2018–2020: executive director at En+ Management

2014–2018: CEO of EuroSibEnerg

2011–present: director at YES Energo Limited



Evgeny Shvarts

Member of the Board of Directors since 2019 (Independent Director), member of the Strategy Committee of the Board of Directors

Born in: 1958

Nationality: Russian Federation

In the reporting year, held no shares in MMC Norilsk Nickel and made no transactions with them

Education

Degree in Biology/Zoology and Botany, Lomonosov Moscow State University
Candidate of Geographical Sciences (Biogeography and Soil Geography), Institute of Geography, Academy of Sciences of the Soviet Union
Doctor of Geographical Sciences (Geoecology), Institute of Geography, Russian Academy of Sciences

Experience in the last five years

2020–present: leading researcher at the Department of Physical Geography and Environmental Management Problems of the Institute of Geography, Russian Academy of Sciences

2020–present: member of the Board of Directors of UC RUSAL, IPJSC (until 25 September 2020 – United Company RUSAL Plc)

2007–2019: director for Conservation Policy at the World Wide Fund for Nature

1993–present: member of the Board of the Biodiversity Conservation Centre charitable foundation



Robert Edwards

Member of the Board of Directors since 2013 (Independent Director), Chairman of the Corporate Governance, Nomination and Remuneration Committee, member of the Audit and Sustainable Development Committee

Born in: 1966

Nationality: UK

In the reporting year, held no shares in MMC Norilsk Nickel and made no transactions with them

Education

Degree in Mining Engineering, Camborne School of Mines (UK)

Experience in the last five years

2018–present: member of the Board of Directors of Scriptfert New Zealand Ltd

2018–present: member of the Board of Directors of Chaarat Gold Holdings Limited

2016: non-executive Chairman of the Board of Directors of Sierra Rutile Limited

2014–2018: non-executive member of the Board of Directors of GB Minerals Ltd

2013–present: head of Highcross Resources Ltd