

BUSINESS MODEL

RESOURCES

Mineral resource base

743 mln t
Proven and probable reserves

2,019 mln t
Measured and indicated resources

>75 years
of resources at the current production rate

Personnel ~72 thousand employees

Mining and metallurgical assets

9 mines

4 concentrators

3 metallurgical plants

Auxiliary assets

- Transport enterprises
- Energy enterprises
- Global sales network operating in Russia, China, Hong Kong, USA and Switzerland
- R&D – Gipro-nickel Institute

PRODUCTION

Core products

Ni: cathode, carbonyl, briquettes, salts, pellets, powders, solutions, semi-products

Cu: cathode, cake, semi-products

Precious metal concentrates: Pt, Pd, Rh, Au, Ag, Ru, Te, Ir

Co: cathode, sulphate

S: technical

Se: commercial H₂SO₄

Fe: concentrate

Ni 235 kt

Cu 487 kt

Pd 2,826 koz

Pt 695 koz

MINING

The Company mines copper-nickel sulphide ores on the Taimyr and Kola Peninsulas and gold-iron-copper ores in the Zabaykalsky Region.

Norilsk Division:

produced

18.8 mln t of ore

Ni 1.3% **Cu** 2.3% **PGMs** 6.9 g/t

Kola Division:

produced

7.7 mln t of ore

Ni 0.5% **Cu** 0.2% **PGMs** 0.1 g/t

Trans-Baikal Division:

produced

16 mln t of ore

Cu 0.6%

Natural gas, gas condensate

produced

2,728 Mcm

114 kt

VALUE CREATED FOR STAKEHOLDERS

USD 4.2 bn dividends paid in 2020

Shareholders

USD 157 mln spent on COVID response

USD 2,000 Average monthly pay

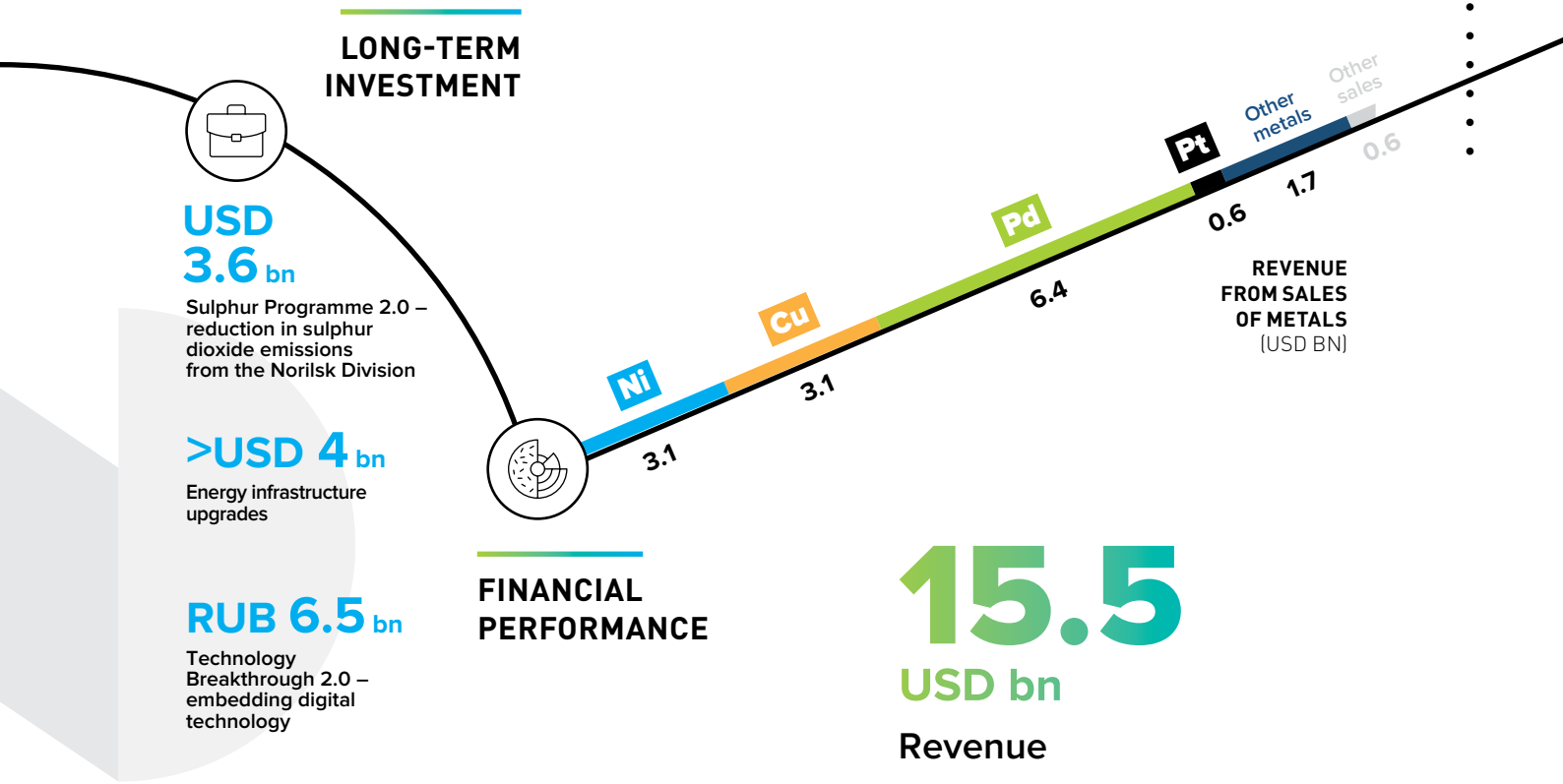
Employees

USD 500 mln Social expenses

0.21 LTIFR

RUB 89.4 bn Procurement in 2020, including 93% being local/ domestic content

Suppliers



USD 7.7 bn
EBITDA

49%
EBITDA margin

0.6x
Net debt/
EBITDA

USD 3.6 bn
Net profit

NORNICKEL –

is a global leader in the production of metals essential for clean transport and the development of a low-carbon economy. Nornickel operations focuses on the exploration, mining and processing of minerals, as well as the production and sale of base and precious metals.

<p>9.7 mln t GHG emissions (Scope 1+2)</p> <p>99% of the Company's industrial waste is non-hazardous</p>	<p>2.6 mln t GHG emissions (Scope 3)</p> <p>86% Percentage of reused and recycled water</p>	<p>46% electricity generated from renewable sources</p>	<p>The Company's products are supplied to 37 countries worldwide</p>	<p>Tax and non-tax payments: RUB 34.2 bn Federal RUB 115.7 bn Regional</p>
Environment			Customers	Government