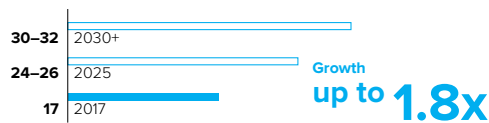


BUILDING A ROBUST CONFIGURATION OF DOWNSTREAM ASSETS

2030 TARGETS

THE RESOURCE BASE POTENTIAL AND PRODUCTION GROWTH TARGETS HAVE BEEN CONFIRMED

ORE PRODUCTION IN THE NORILSK INDUSTRIAL DISTRICT (MTPA)



PRODUCTION (MTPA OF NI EQUIVALENT)

Growth + **30-40%**

PREREQUISITES FOR PRODUCTION GROWTH



Effective use of existing production sites



A balanced production chain for each process phase



Deployment of complementary technologies



Fit with the Holistic Environmental Strategy



Alignment with the programme for energy infrastructure upgrade and development

Nornickel's progress on SDGs in 2020



13 thousand employees and their family members benefitted from the health improvement programme

72.8 thousand employees insured as part of the VHI programme



USD 1,827 average monthly salary of employees¹ 94% employee covered by collective bargaining agreements



~**USD 100 mln** spent on digital projects
~**USD 2 mln** spent on R&D and pre-feasibility studies



USD 219 mln spent on energy infrastructure
10-year plan for the development of Norilsk



86% of water reused and recycled
99% of waste is hazard class 5 (non-hazardous)



3% reduction in GHG emissions (Scope 1 and 2) to 9.7 mln t²
46% – the share of renewables in electricity consumption

¹ 2.5 times higher than the average wage in the Russian market.

² Nornickel embraces GHG minimisation.