
STRATEGY 2030 PRIORITIES

Investment over the last five years totalled over RUB 500 bn while the Company's investment programme is expected to more than double over the next five years.



Our goal is to transform into an environmentally advanced business that offers sought-after jobs and premium investment opportunities.

The upgrade of smelting operations in Monchegorsk will reduce emissions sevenfold in 2021 from a 2015 baseline. Along with the programme in Norilsk, which will require us to spend huge amounts running into hundreds of billions of roubles, we will cut emissions by 90% in the Norilsk region as well. As a result, we will be able to position ourselves as a business that goes beyond offering products for the green economy such as palladium and platinum used in catalysts to reduce emissions from vehicles as well as nickel, cobalt and other products that are used to manufacture batteries for the transition to hybrid and electric vehicles.

Vladimir Potanin

President of the Company



SAFETY AND ENVIRONMENT

- **Zero tolerance for fatalities, annual reduction in work-related injuries by 15%**
- **Long-term climate-based physical risk reduction programme:**
 - Implementing an action plan to improve industrial safety, including additional investment of RUB 100 bn in upgrading the energy infrastructure of the Taimyr Peninsula
 - Deploying an integrated system for monitoring permafrost behavior
- **Sulphur Programme 2.0 (ongoing). Targets:**
 - Reduce sulphur dioxide emissions in Norilsk tenfold by 2025
 - Achieve zero emissions in the Russia–Norway border area by discontinuing local smelting operations (completed in 2020)
 - Reduce emissions at Kola MMC sevenfold in 2021
- **The Holistic Environmental Strategy to expand the environmental agenda and set new targets for greenhouse gas emissions, water, soil, tailings, waste and biodiversity:**
 - Maintain absolute greenhouse gas emissions (Scope 1 and 2) from production enterprises not higher than 10 mln t of CO₂ equivalent
 - Maintain GHG emissions (Scope 1 and 2) per tonne of Ni equivalent in the bottom quartile on the global GHG intensity curve for the mining and metals industry



INCREASE ORE AND METALS OUTPUT

- **Boost ore production in the Norilsk Industrial District by ~1.8 times by 2030**
- **Boost metals output by 20–30% for nickel and copper and by 40–50% for PGMs by 2030**



UPGRADE AND EXPAND DOWNSTREAM AND ENERGY ASSETS

- **Expansion of Talnakh Concentrator (3rd Phase of Talnakh Concentrator Upgrade) to ramp up ore throughput from 10 Mtpa to 18 Mtpa**
- **New Norilsk Concentrator**
- **Expansion of Nadezhda Metallurgical Plant (3rd furnace at the smelting shop)**
- **A new cutting-edge copper refining facility at Kola MMC**
- **Upgrade of Tankhouse 2 (project completed in 2020)**
- **Energy infrastructure upgrades**

