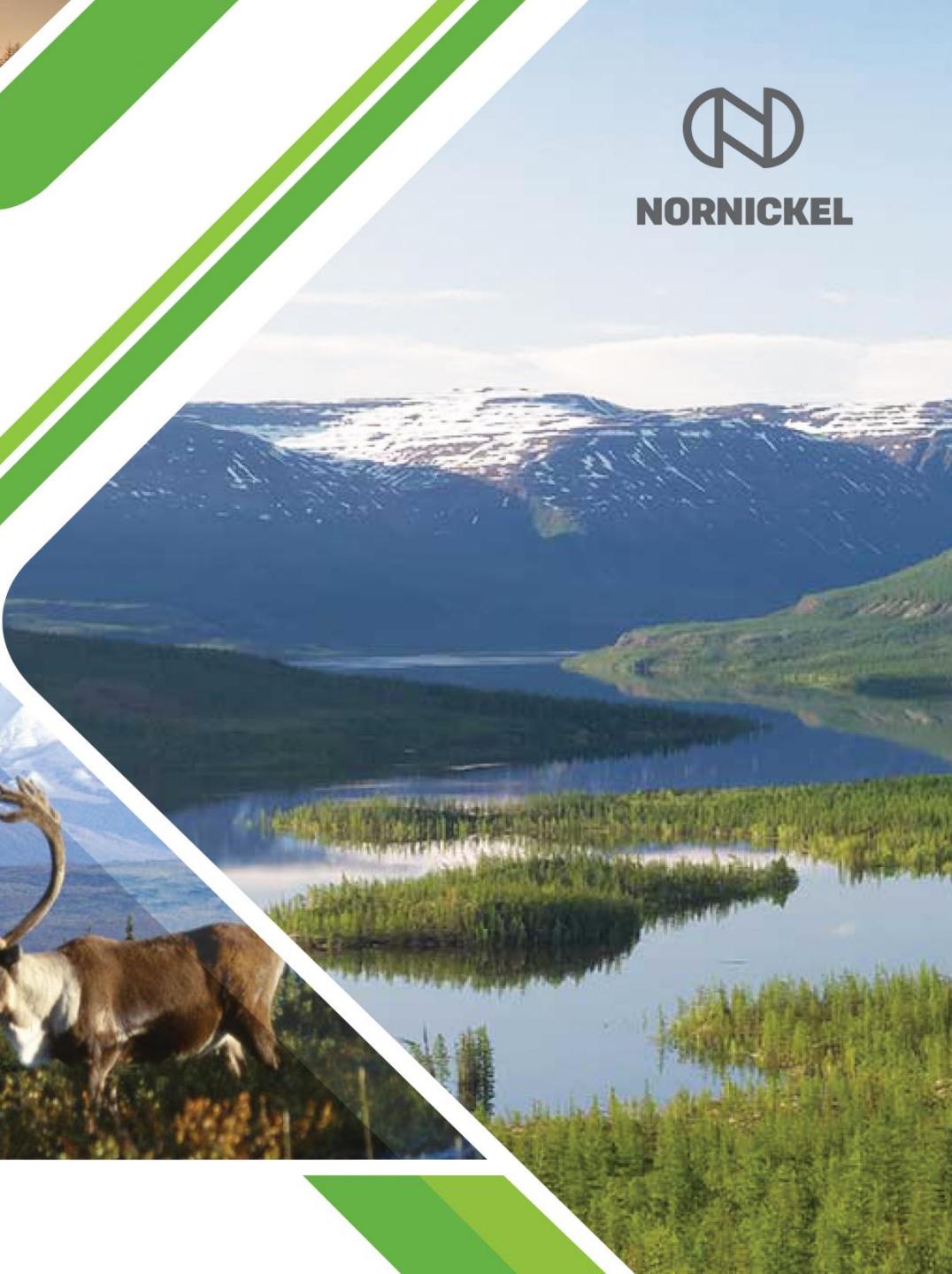




NORNICKEL

Expanding the Horizons of Sustainable Growth



May 2021

List of Contents



Norilsk Nickel Contribution to UN Sustainable Agenda



Participant of the UN Global Compact since 2016

US\$ 2.5bn⁽¹⁾

Total spending in 2020 to attain sustainable development goals

(16,4% of consolidated IFRS revenue)

Key SDG-linked projects in 2020

S

Social

- > Occupational safety programs
- > Rollout of corporate medicine program
- > Designing and rolling out COVID-2019 response measures
- > Maintaining health improvement and wellness programmes for employees and their families
- > Support of indigenous peoples
- > Support of regional communities, social and healthcare infrastructure
- > Support of various charity, sports and education programmes

E

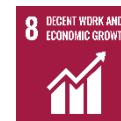
Environment

- > Reduction of environmental footprint in Kola
- > Active construction of "Sulfur program 2.0" in Norilsk
- > Protection and rational use of water
- > Launch of legacy waste collection in Norilsk
- > Clean-up and remediation of an environmental incident
- > Improving efficiency, industrial safety and reliability of energy infrastructure
- > Supporting various scientific expeditions

G

Governance

- > Improving internal corporate governance structure to ensure better oversight of environmental risks and climate change
- > Cooperation with federal legislative and executive authorities, civil society institutions, and the business community
- > Digitalization projects
- > Support of various nature reserves
- > Anti-corruption initiatives
- > Joined RMI, RSBN



Source: Company data

Note: 1. Equivalent to RUB 183 bn

Sustainable Development Highlights



Environment & Climate Change

-85%

reduction of SO₂ emissions in Kola division in 2021 vs 2015

-30-35%

reduction of SO₂ emissions in the residential area of Norilsk⁽¹⁾

9.7 mt

Scope 1&2 GHG Emissions, the lowest among the global peers

Bottom quartile

Of the global nickel industry curve in terms of scope 1&2 GHG Emissions

US\$3.6 bn

Committed CAPEX for SO₂ utilization project at Norilsk division



Social

-74%

reduction in LTIFR since 2013

>2x

improvement in occupational safety culture score to 3.0 (out of 5) since 2014

US\$500 mln

charity, sponsorship and social infrastructure development spending

US\$200 mln

COVID-19 related spending cumulative in 2020A and 2021E

~ USD1 800

Russia's industry leading average monthly salary⁽²⁾



Corporate Governance

46%

Share of independent directors

~ 40%

Weight of ESG-related team KPIs for 2021 (TRI + environmental incidents)

New Board Environmental Team

Comprised of 5 independents with a focus on climate change and ecology

Improved governance structure

New Risk Management Committee, SVP, Sustainable Development, Environment and Ecological Monitoring Departments, Safety Audit and new divisional structure

Source: Company data

Note: 1. From the base of 2015; 2. Equivalent to RUB131.8 thousand rubles per month

Update on Selected Sustainable Development Initiatives in 2020-YTD 2021



Environment & Climate Change

- The Sulphur Programme 2.0 targeting major reduction of SO₂ in Norilsk in active construction phase
- Outdated smelting facilities in Kola idled to deliver SO₂ reduction in Kola as scheduled in 4Q20-1Q21
- Holistic environmental strategy has been developed (5-pillars)
- A climate change strategy has been developed
- Several independent studies of environmental impact carried out
- Remediation of the recent environmental incident is on track
- Removal of legacy pollution in Norilsk launched



Social

- Further improvements in LTIFR delivered
- Independent assessment of impact on local communities and indigenous people commissioned
- Increased support to local communities and indigenous people
- Provided full support to regional healthcare systems, local communities and employees to mitigate COVID-19 impact
- Retained strong social and charity commitment



Corporate Governance

- A new ESG-focused corporate governance structure introduced
- Transitioned to a new divisional structure
- Revamped environmental oversight, risk management and monitoring
- Annual ESG-related KPIs have been expanded to include environmental targets
- Long-term ESG-related KPIs are being developed
- ESG-related disclosure improved: Scope 1&2 and 3 GHG emissions, CDP, tailings management, indigenous people

Selected Long Term Sustainable Development Targets



Environment

-85%+

reduction of SO₂ emissions at Kola Division (2021 vs. 2015)

-100%

reduction of SO₂ emissions in cross-border area at Kola Division by 2021

-90%

reduction of SO₂ emissions at Polar Division (2025 vs. 2015)

Full rehabilitation of the area impacted by the diesel spill incident



Climate Change

<10 Mt CO₂

Scope 1&2 GHG emissions from operations to be maintained while growing Ni equivalent production 30-40% by 2030 and launching Sulphur capturing project in Norilsk

Bottom quartile

Scope 1&2 GHG emissions per t of Ni-equivalent to be maintained by 2030⁽¹⁾

Strive to increase low-carbon energy usage



Social

Zero fatality

Continuous reduction of occupational injuries (by 15% annually)

Support of the renovation and social infrastructure upgrade of city of Norilsk

Development of new tourist clusters in the regions of operations

Support of indigenous peoples



Corporate Governance

Upgrade of corporate governance, risk management and oversight in line with best international standards (such as ICMM and IRMA)

Applications to ICMM and IRMA, compliance with TCFD

Maintaining transparency & high quality information disclosure

Adoption of best international ESG practices (as guided by ICMM and IRMA)

Note: 1. According to CO₂ intensity per tonne of nickel equivalent production curve estimated by Wood Mackenzie for the global nickel industry.



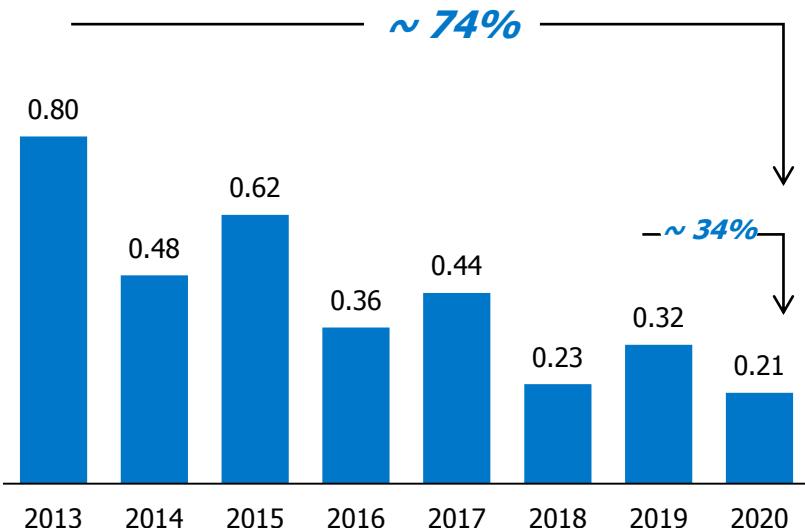
Health and Safety Management

 NORNICKEL

Health & Safety Update: Steady Improvement of Safety Records

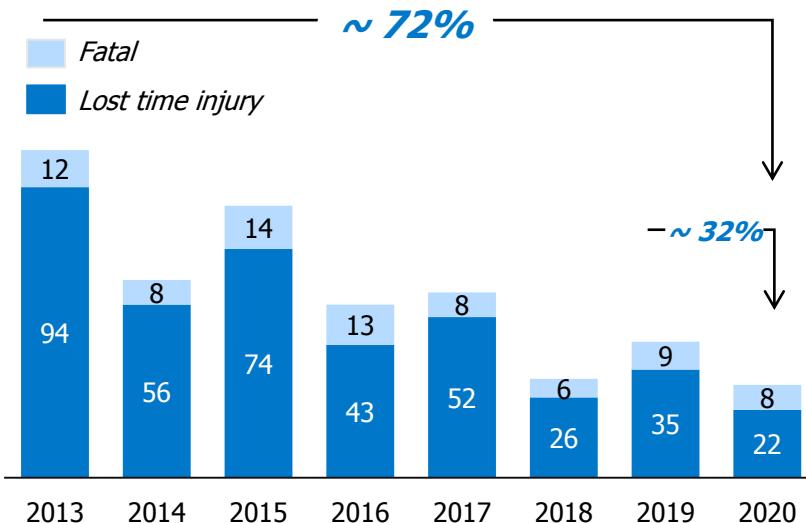
LTIFR Reduced to Record Low Levels

LTIFR (1×10^{-6})



Accident Statistics Improved Significantly

Employees



Health & Safety KPIs

- **20% of the Group's KPIs** are linked to TRI (total recordable injuries)
- Bonuses of heads of production units are conditioned upon fatalities

Strategic Objectives

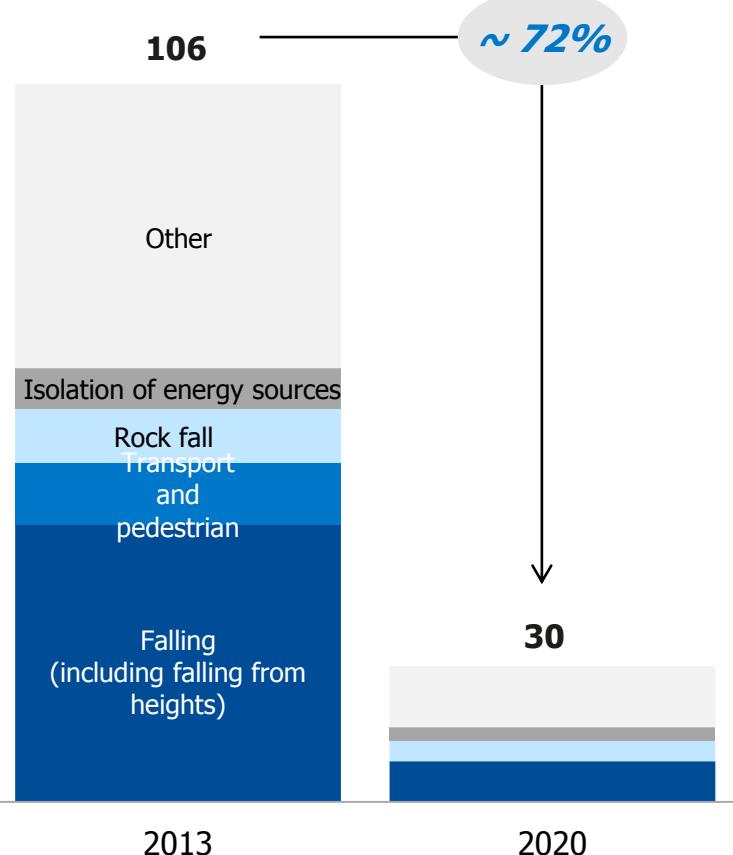
- **Zero-fatality on production sites** – zero tolerance policy towards workplace fatalities
- **Continuous improvement** – average annual reduction of occupational injuries by c.15% since 2016

Source: Company data

How We Respond: Tackling the Most Common Causes of Accidents

- ✓ **Strict Safety Rules** were introduced in 2014
- ✓ **17 corporate standards** have been implemented to minimize the risks and improve occupational HSE management system

Accident Statistics



Selected Initiatives to Improve Industrial Safety and Labour Protection

Work at heights

- Implementation of corporate standard «Work at heights»
- Construction of special training sites
- Roll out of special training programs
- Introduction of new safety measures and tools to prevent falling from heights



Transport and pedestrian

- Implementation of corporate standard for transport and pedestrian
- Roll out of electronic positioning systems in all underground mines for transport and employees has been launched
- >80% of transport at Polar Division equipped with on-board video recording systems



Rock fall

- Introducing rock bolting systems in underground mines
- Fully mechanized rock scaling is implemented across mining assets
- Automated roof bolt setters have been put into operations allowing miners fully avoid danger zone
- Employees equipped with new bracing equipment (steel-polymer rock holdfast)
- Forehead is secured with a temporary bracing equipment during the gunite covering



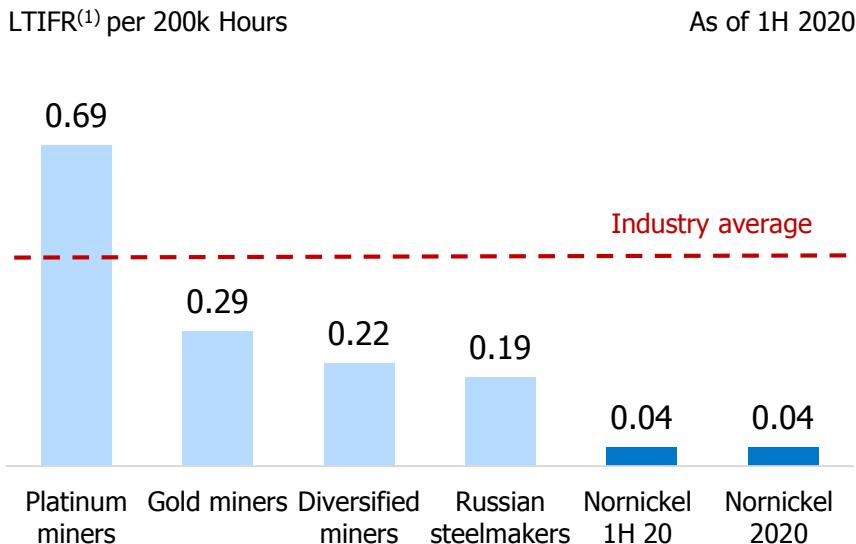
Isolation of energy sources

- Implementation of corporate standard «Isolation of energy sources»
- All electrical equipment is tested and checked regularly
- Roll out of special training programs
- Installation of special «blocking devices» to prevent injury
- Energy isolation matrices developed for all equipment

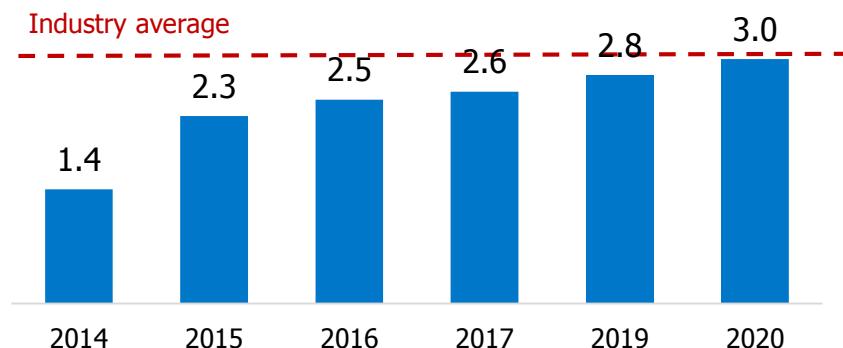
Source: Company data

Health & Safety: Strong Performance Relative to Industry

LTIFR Remains Below the Global Mining Industry Average



Assessment of Occupational Safety Culture: Score Significantly Improved Since 2014



- **LTIFR remains well below** the global mining industry average

- **Improvements in safety culture driven by a complex strategy**, including risk mitigation standards, safety communication campaign and dedicated risk mitigation programmes

Source: Company data, public filings for 1H 2020

Notes: 1. Latest reported LTIFR data. Platinum Miners includes Sibanye-Stillwater, Implats, Northam Platinum, Royal Bafokeng Platinum, Anglo-American Platinum; Gold Miners includes Polyus, Barrick, Newmont, Agnico Eagle, Newcrest. Diversified Miners includes Anglo-American and Vale; Russian Steelmakers includes Evraz, MMK, Severstal and NLMK.

Management of Health & Safety



The Board of Directors



The Audit and Sustainable Development Committee

- *H&S priorities and plans*
- *Quarterly monitoring of H&S performance*
- *Ad hoc detailed review of all fatal accidents*



Vice President, Health, Safety and Environment



Divisions

**HSE Heads
(Norilsk Division)**

**HSE Heads
(Kola Division)**

**HSE Heads
(Trans-Baikal Division)**

Health and Safety Department

- development of OHS initiatives and monitoring compliance with the applicable legislation

Continuous Upgrade of Nornickel's Industrial Safety Regulations

Zero Tolerance Policy Towards Workplace Fatalities

- **Full compliance with Russian regulations and international standards:**
 - ✓ Main production sites certified by ISO 45001:2018, OHSAS 18001:2007
 - ✓ Applicable Russian laws aligned with international laws, including conventions of the International Labour Organization
- **Key operational health and safety (OHS) regulations:**
 - ✓ Occupational Health and Safety Policy
 - ✓ Occupational Health and Safety Strategy
 - ✓ Corporate OHS standards (17 in total)
- **Selected 2020 improvements:**
 - ✓ Occupational Health and Safety Policy updated and approved
 - ✓ New Regulation on Health and Safety Management System that fully complies with the requirements of ISO 45001:2018 introduced
 - ✓ New corporate OHS standard – Procedure for Organizing and Conducting Hot Works introduced
 - ✓ New corporate standard for Executive Commitment to Occupational Safety and Health introduced
- **In 2020 USD134 mln ⁽¹⁾ bn was invested in safety systems and equipment**

Source: Company data

Note: 1. Equivalent to RUB9.7 bn



Environment

NORNICKEL

Holistic Environmental Strategy Introduced in 2020

Comprehensive strategic focus



Air



Water

NEW



Land

NEW



Tailings & Waste

NEW



Biodiversity

NEW

Core strategic initiatives



Environmental Excellence in Operations

reduce environmental footprint/risks of operations



Rehabilitation

rehabilitate legacy pollution and fully remediate incidents



Biodiversity

Biodiversity reclamation



Clean tech development



Governance & Organization



Communications & Stakeholder engagement



Source: Company's analysis

Environmental and Climate Change Performance and Targets

 Climate change	✓ Strong performance		🔍 Targets Minimize impact on climate change (reduce CO ₂ intensity emissions) and mitigate physical climate-related risks Key next steps: Delivery on energy efficiency, CO ₂ reduction and physical risks mitigation initiatives	 CAPEX TBD 2021
	NN vs. Peer avg.⁽¹⁾ Absolute emissions, Scope 1+2, Mt CO ₂ e -38%	Absolute emissions, Scope 3, Mt CO ₂ e ⁽²⁾ -138x		
 Air	✓ Strong performance	🔍 Targets Improve air quality (reduce SO ₂ emissions) in the areas of operations (Norilsk industrial area and Kola Peninsula)	 CAPEX US\$ 3.6bn	
	NOx emissions, K tonnes -80%	Solids / Dust, tonnes -65%		
 Water	✓ Strong performance	🔍 Targets Maintain recycled water ratio and reduce pollution ; continue providing clear water to local communities	 CAPEX US\$ 1.1bn	
	Total water withdrawal, M m ³ -51%	Total water discharge, M m ³ -14%		

1. Peers include Anglo American, BHP Billiton, Vale, Rio Tinto, Freeport where public data is available; 2. Incl. only downstream part of the supply chain; 3. Of total electricity; 4. Great Norilsk Expedition

Environmental Performance and Targets

 Tailings & Waste	 Strong performance NN vs. Peer avg. ⁽¹⁾ Non-mineral waste recycled and reused ratio, % 1.4x	 Targets Maintain safe operation of tailings facilities and minimize environmental impact of mineral and non-mineral waste Key next steps: Build mass balance model for waste management and prepare for the self-assessment under Global Tailings Standard	 CAPEX US\$ 0.6bn
 Land	 Strong performance Total land disturbed, K hectares -90%	 Targets Rehabilitate legacy damage and upgrade mine and plant closure plans Key next steps: Review asset closure plans in all divisions; follow GNE ⁽²⁾ recommendations in soil recovery; waste collection and land reclamation at Norilsk area	 CAPEX US\$ 0.3bn
 Biodiversity	 Strong performance Legacy focus: <ul style="list-style-type: none">Supporting of several nature reserves (Taimyrsky, Putoransky, Pasvik, Laplandsky and other Nature Reserves)Protection of rare animal species and support of the reproduction of aquatic bioresources	 Targets Strengthen biodiversity program Key next steps: Biodiversity remediation following recent environmental incidents, launch regular monitoring of impacts on biodiversity and continue support of nature reserves	 CAPEX TBD 2021

1. Peers include Anglo American, BHP Billiton, Vale, Rio Tinto, Freeport where public data is available;

2. Great Norilsk Expedition

Norilsk Nickel Air Quality Performance

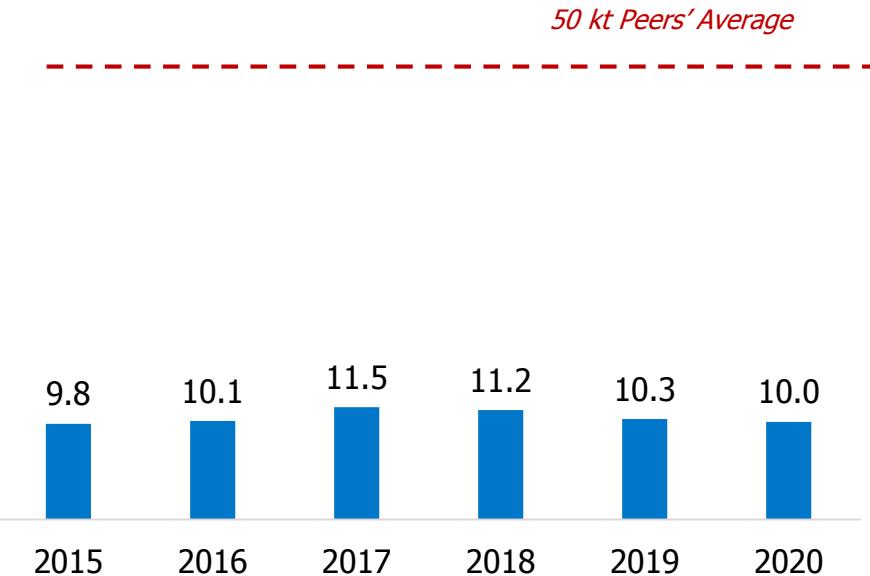
Air Quality

Nornickel is performing well on several air quality metrics such as NOx and solids emissions relative to peers

NOx Emissions: 10kt vs. vs. 50kt Peers' Average

NOx emissions, kt

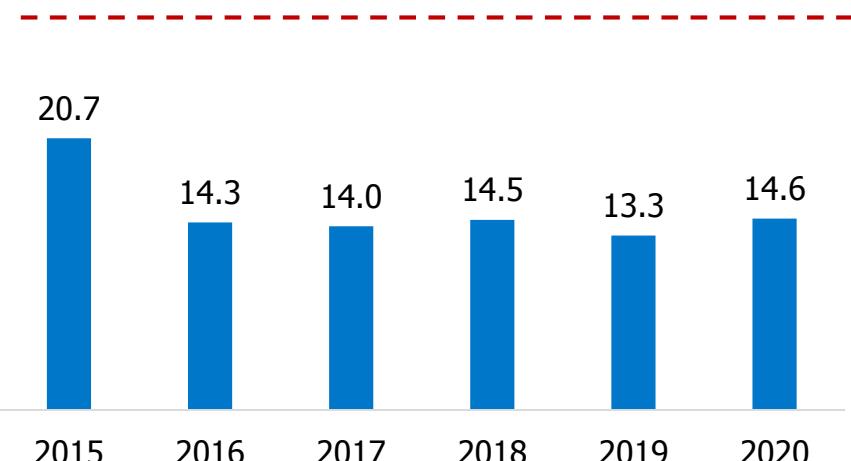
50 kt Peers' Average



Solid Dust Emissions: 15t vs. 37t Peers' Average

t

37t Peers' Average



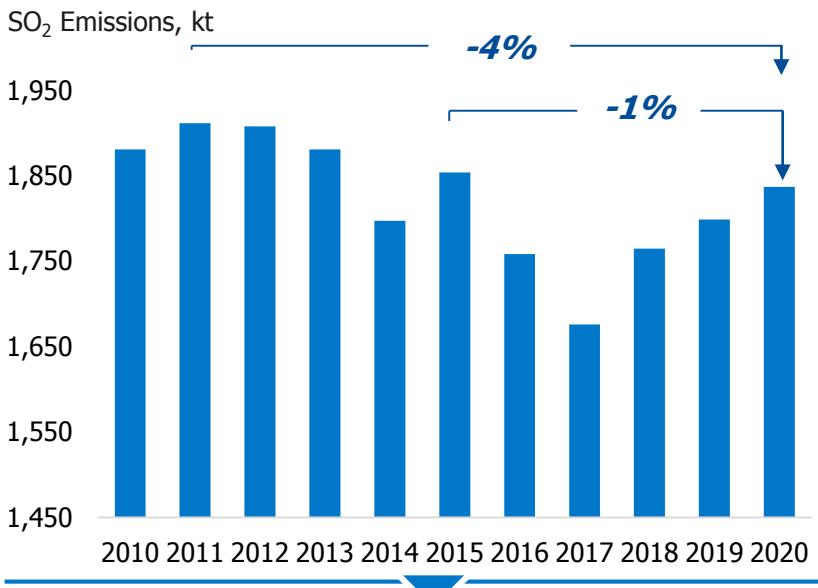
Source: Company data

Learn more on our Air Strategy web-page: <https://www.nornickel.com/sustainability/environment/air/>

Environmental Program: Reduction of SO₂ Emissions on Track

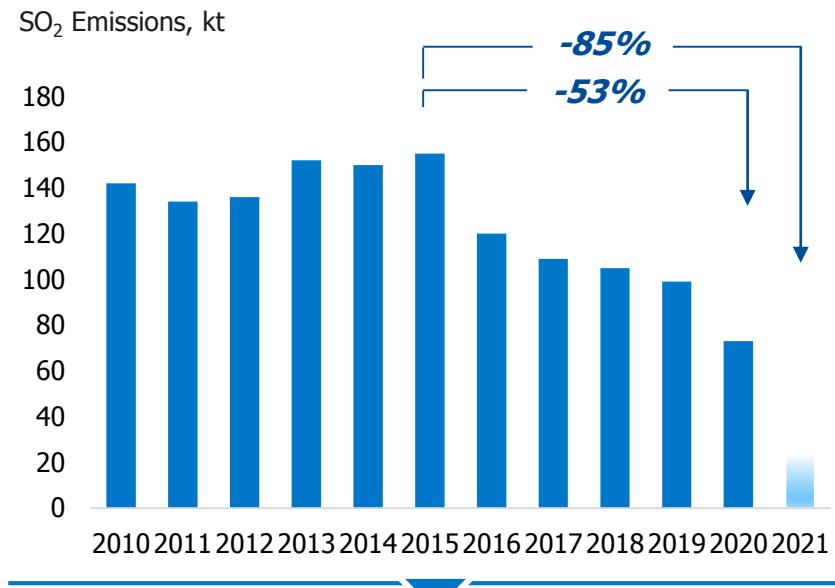
Air Quality

Norilsk Division: Sulphur Dioxide Emissions Decreased Against 9% Growth of Processed Ore Volumes Since 2015



- In 2020, a 2% increase in SO₂ emissions at Polar Division was driven by an increase in processed feed volumes
- Since the closure of Nickel Plant in 2016, SO₂ emissions within the boundaries of the city of Norilsk have been down 30-35%

Kola Division: Sulphur Dioxide Emissions More Than Halved Since 2015



- In 2020, SO₂ emissions at Kola Division decreased 26%, with emissions in Nickel town and Zapolarny city down 71% ⁽¹⁾
- In December 2020, the smelting shop in the town of Nickel in Russia's Murmansk region was shut down leading to emissions in the cross-border area down 58% ⁽¹⁾
- Copper refining line was shut down in March 2021

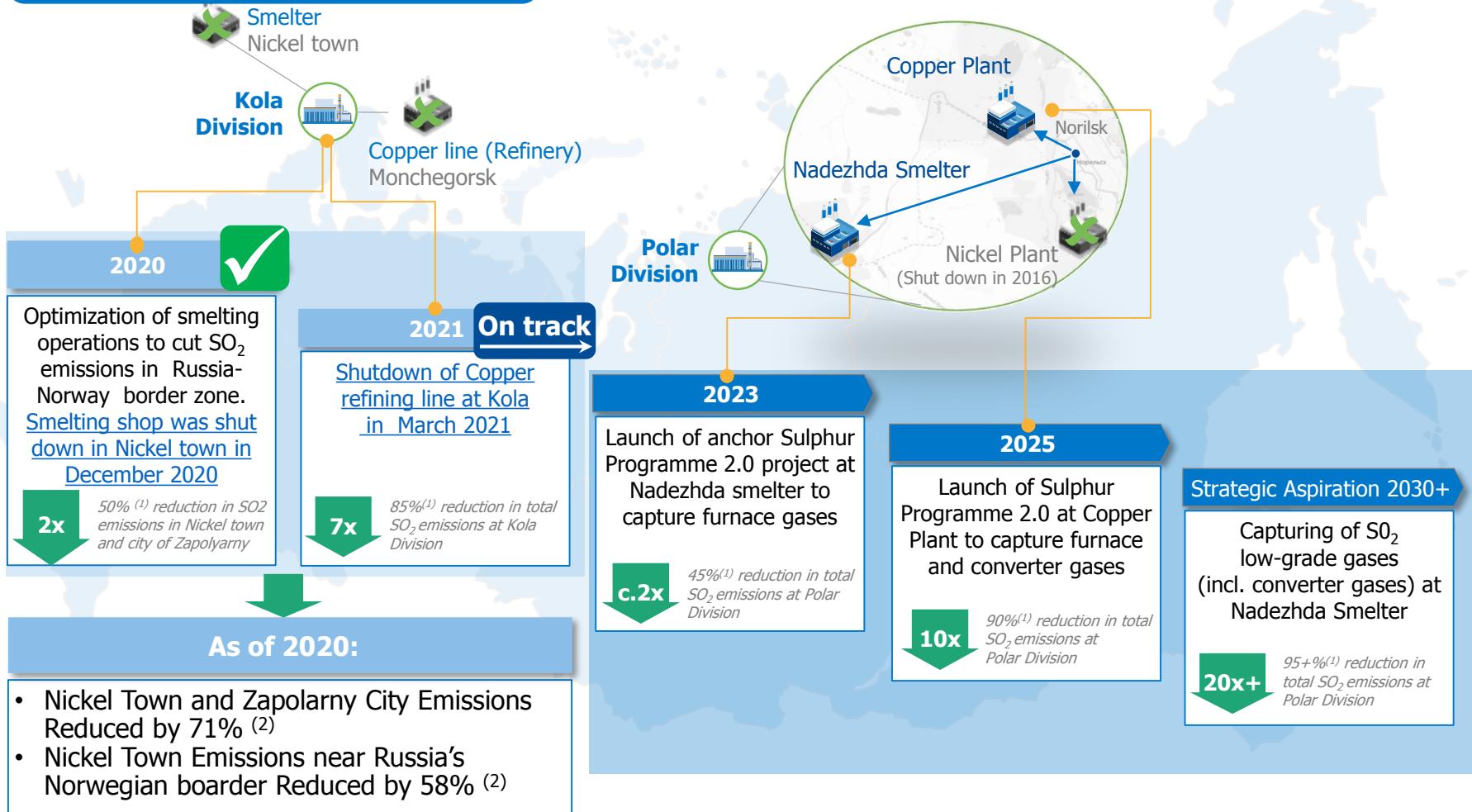
Source: Company data

Note: 1. 2020 vs. 2015

Learn more on our Air Strategy web-page: <https://www.nornickel.com/sustainability/environment/air/>

Sulphur Programme 2.0: Environmental Roadmap

Air Quality



Notes: 1. As compared to "base" year (2015)

2. 2020 vs 2015.

Sulphur Programme 2.0: Construction Status

▪ Nadezhda Smelter

Flagship project to capture furnace gases and establish acid neutralization facilities and infrastructure:

- ~85% contracts legally binding
- Project design allows for expansion of the smelter (3rd Furnace)
- Piling, steel works, gypsum storage dam raising – in execution

▪ Copper Smelter

Project to capture 99-99.5%+ SO₂ (in line with global benchmarks); construction of continuous converting unit, preparatory works, design update:

- Phase 1: Gas cleaning unit reconstruction initiated. ~45% contracts legally binding
- Phase 2: Basic Engineering / Design in progress. Construction to commence in 2H2021



Note: 1. Revised to accommodate additional neutralization lines and related infrastructure for the new 3rd furnace at Nadezhda, which is partially offset by ruble depreciation
Learn more on Sulphur Project <https://www.nornickel.com/sustainability/environment/sulphur/>

Norilsk Nickel Water Management

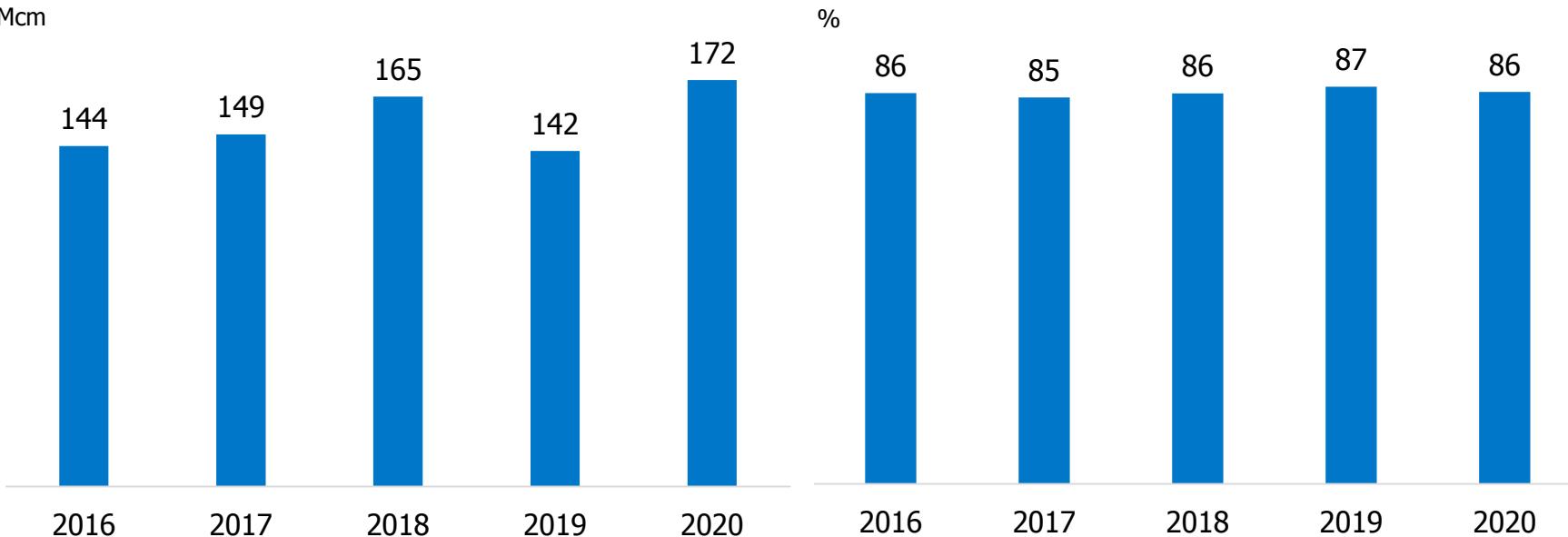
Water

The Company is committed to sustainable use of water resources and prevention of water body pollution

Wastewater Discharge Volumes are Within the Limits Set by the Regulator and Have No Major Impact on Biodiversity and Related Habitats

A Global Industry Leader in Terms of Water Recycling and Re-use Ratios

Mcm



Source: Company data

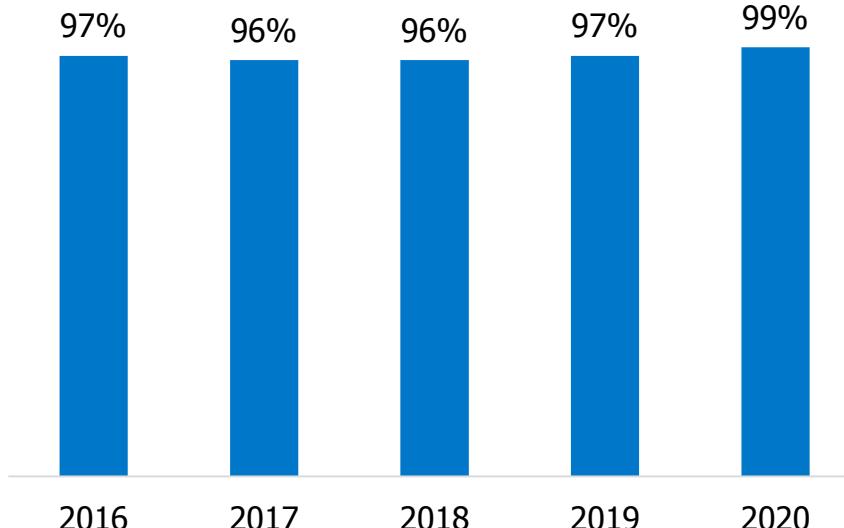
Learn more on our Water Management web-page: <https://www.nornickel.com/sustainability/environment/water/>

Norilsk Nickel Waste and Hazard Materials Management

Tailings&Waste

Norilsk Nickel's priorities are to minimize the environmental impact of waste from our operations, to ensure efficient waste management practices, to find alternative uses for the remaining waste.

Almost Entire Company's Production Waste (99%) is Classified as Non-hazardous (Hazard Class-5)...



... Class-5 Waste Includes Rock and Overburden, Tailings, and Metallurgical Slags ⁽¹⁾

Total waste, mt



- The increase in waste generation in 2020 was attributed to the launch of stripping works at South Cluster

Source: Company data

Note: 1. Excluding Bystrinsky GOK

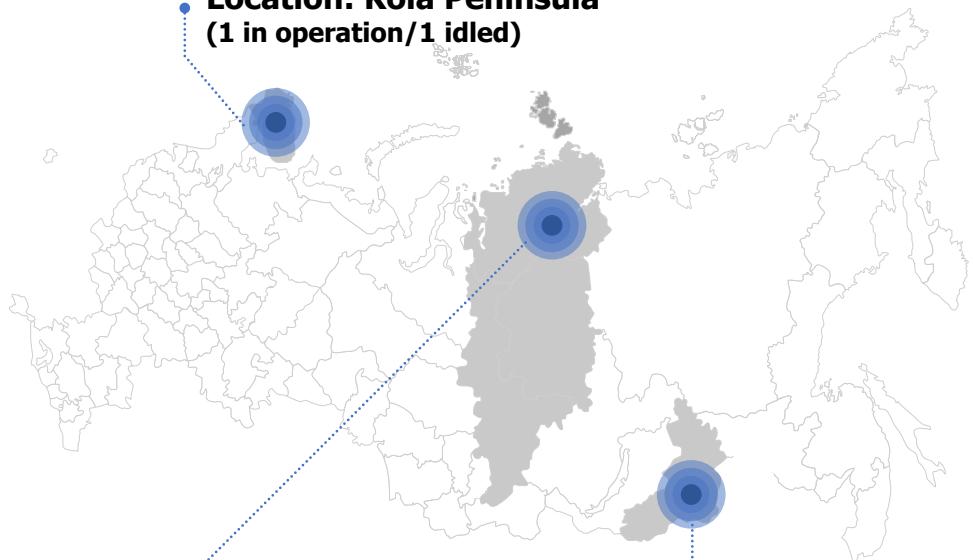
Learn more <https://www.nornickel.com/sustainability/environment/tailings-and-waste/>

Overview of Norilsk Nickel Tailings Facilities

Tailings&Waste

Kola MMC

Location: Kola Peninsula
(1 in operation/1 idled)



Polar Division

Location: Taymir Peninsula
(4 in operation)

Bystrinsky project ⁽¹⁾

Location: Chita region
(1 in operation)

Key Facts:

- **Norilsk Nickel operates 6 wholly-owned tailing dams** (5 upstream, 1 downstream)
- **All tailing dumps have safety zones**
- Mandatory **comprehensive** internal and external (including independent experts and government agencies) **audits are conducted regularly**
- **Each facility has an emergency plan certified by the government's agency**
- **Nornickel has published a special report on tailing dams** at the request of the investors' group led by Church of England Pensions Board

Source: Company data

Note: 1. [On March 2021, Nornickel major shareholders agreed on a spin-off of Bystrinsky project](#)
Learn more: <https://www.nornickel.com/sustainability/environment/tailings-and-waste/>

Major Legacy Waste Collection and Land Reclamation Programme Launched in Norilsk Area in 2020

Land

Targets

Demolition and removal of abandoned structures and waste:

467 abandoned buildings and structures

2+ M tons of waste

1.3+ M tons of straits and traces of production activity

600+ K tons of scrap metal

Planned actions

- **Collection and utilization** of stainless steel scrap and scrap metal
- **Recycling** of scrap metal
- **Dismantling** of buildings and waste disposal
- **Sanitary cleaning** of the territory

Costs

- **USD 0.6bn (2021-2030)**

Current status and plans for 2021

- ~ 900 people have been already recruited
- A dedicated Department, Work with Territories and Landscaping has been created
- Detailed plan for dismantling of abandoned facilities and sanitary clean-up of territories has been developed
- Removal of 17kt of metal scrap and 110kt of garbage
- **2021 budget: circa USD50 mln**



Learn more <https://www.nornickel.com/sustainability/environment/tailings-and-waste/>

Norilsk Nickel Biodiversity

Biodiversity

Norilsk Nickel recognizes the importance of biodiversity and conservation of bio resources. The Company's environmental policy seeks to encourage activities aimed at evaluation of the short and long-term impacts of its mining operations on biodiversity and design measures to minimize the Company's impact on biodiversity.



Cooperation with nature reserves

- **Support of** Taimyrsky, Putoransky, Pasvik, Laplandsky and Relict Oaks Nature Reserves
- **Protection of rare animal species** such as Putoran big-horn, wild reindeer and lesser white-fronted goose (since 2006) listed on the Red Data Book in Taimyr Region
- Reproduction of aquatic **bioresources**
- Biodiversity **Policy to be approved in 2021**



Planting and clean-ups campaigns

- **«Let's Do It»** - environmental marathon bringing together thousands of employees and local community members to support nature reserves, clean up certain areas, plant trees and carry out other environmental initiatives
- **40 clean-up campaigns,** 35 workshops were organized in 2020
- **Fish stocking at water bodies** across the regions of operation
- Clean-up of the diesel spill incident



Land conservation and restoration

- Company's production sites **are located** remotely from protected or vulnerable areas
- **Restoration of natural landscapes**, the rehabilitation and re-greening of disturbed lands
- **Developing long-term environmental monitoring** programmes in the areas of operations
- Full rehabilitation of the area impacted by diesel spill

Source: Company data

Great Norilsk Expedition: Inputs into Water, Land and Biodiversity Strategies

An unprecedented comprehensive environmental scientific expedition to Norilsk in 2020



30 scientists

from 14 research institutes of the Russian Academy of Sciences' Siberian Branch supervised by Valentin Parmon, Chairman of the Siberian Branch of the Russian Academy of Sciences

30 selected locations

for sampling examined

> 1,000 km

have been covered by expedition from the Bezymyanny Stream to the Kara Sea

> 1,500 samples

collected during field trip



Expedition targets:

- Development of recommendations on minimization of environmental impact of operations in the Arctic
- Development of viable, sustainable solutions to address local environmental issues and area remediation following the recent fuel spill in Norilsk
- Research on permafrost and study of biodiversity in the Arctic region

6 rivers inspected

including the Pyasina, Daldykan, Barn, Tareya, Dudyma, and Boganida, 2 lakes (Melkoe and Pyasino) and the coastline of the Kara Sea



at 7-8 m depth
the samples from Pyasino Lake were collected

at 15 m depth
permafrost temperatures were measured

Source: Company data

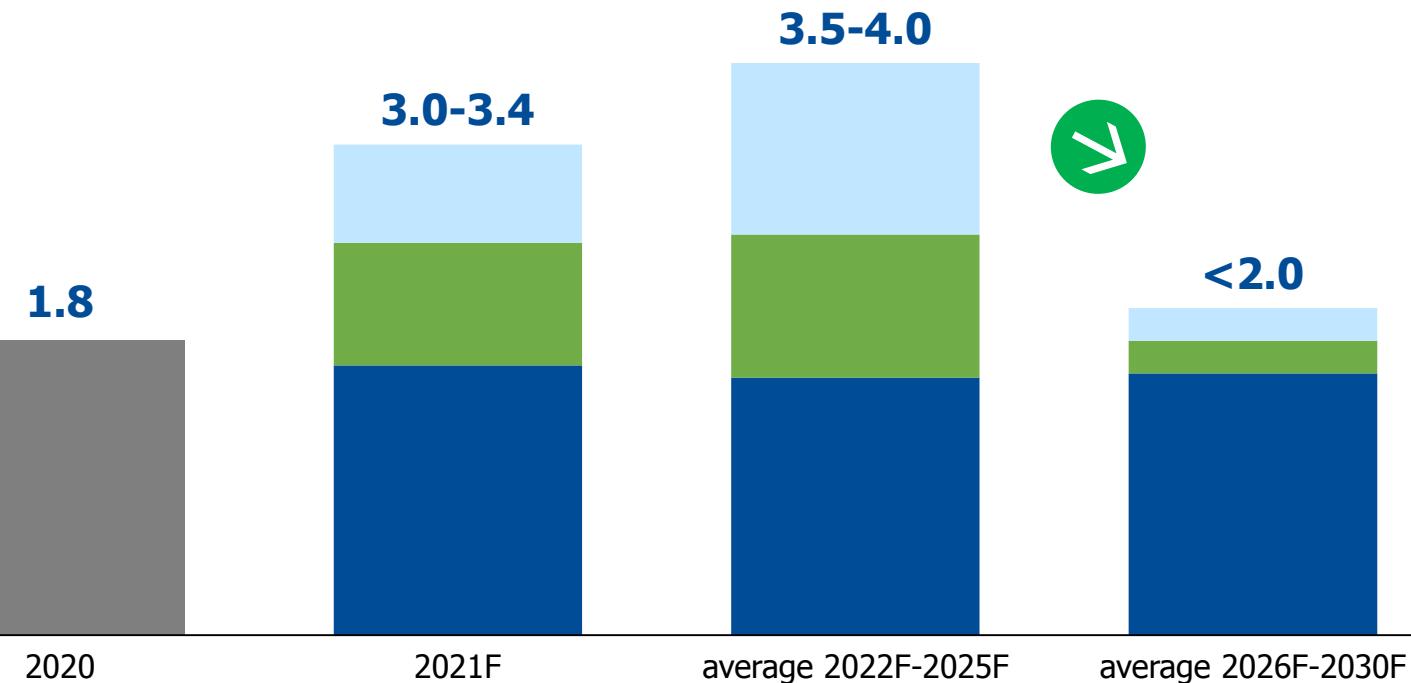
CAPEX Guidance

- Growth projects
- Environmental projects
- Base investment program & other projects

~ 5.6 US\$ bn ⁽¹⁾

Total environmental Capex
2020 – 2030

USD bn



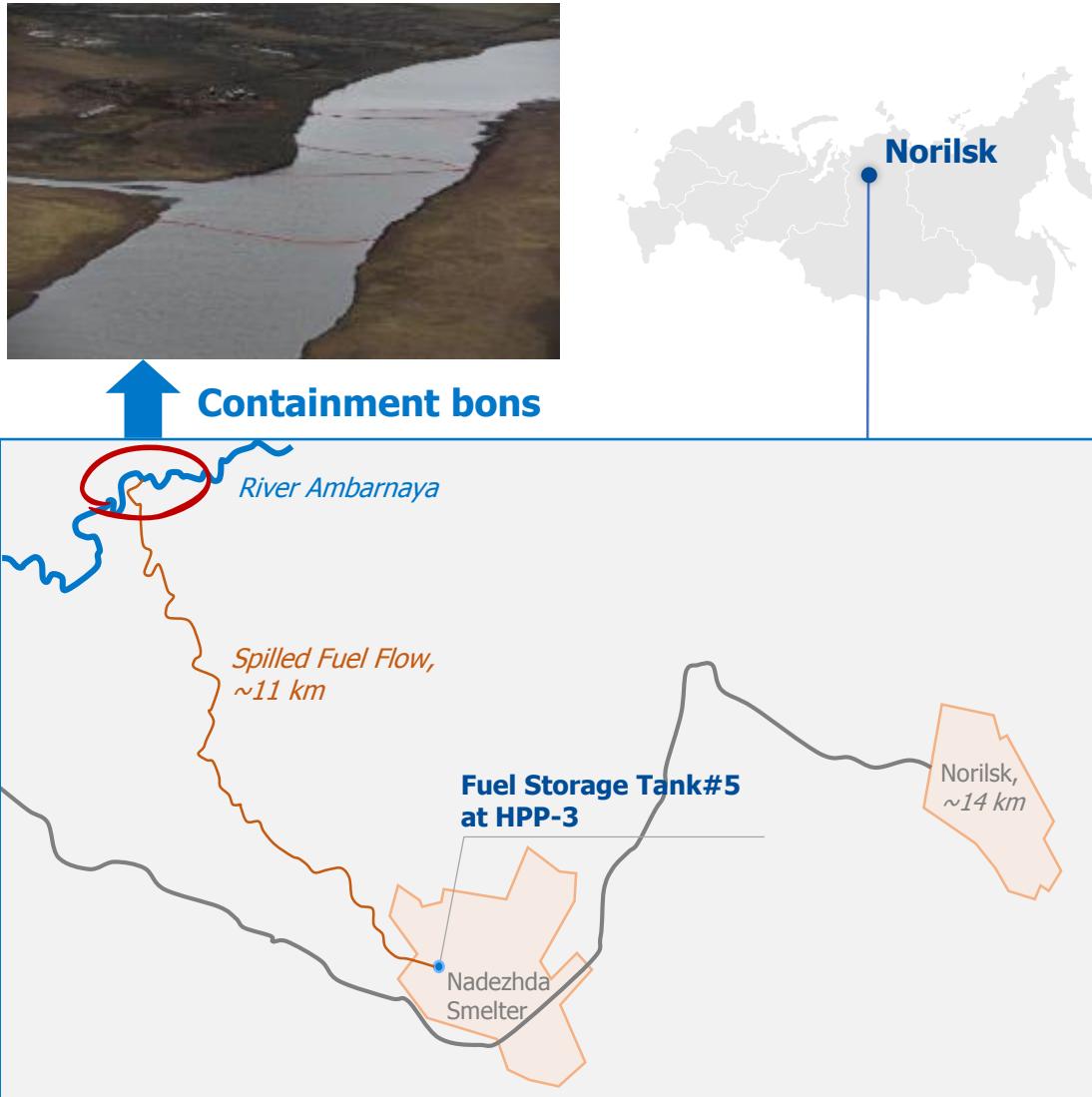
Note: 1. Capex for Climate change and biodiversity to be determined in 2021



Diesel Fuel Clean-up

HPP-3 Incident Overview

- On May 29, 2020, an incident occurred whereby the containment of the emergency fuel storage (Tank #5) at Heat and Power Plant № 3 (HPP-3) in the Kayerkan neighborhood of Norilsk failed due to sudden sinking of piles, resulting in the fuel leakage
- Over a short period of time, 21.2 kt⁽¹⁾ of diesel fuel leaked beyond the bunding perimeter into a designated pit, nearby soil and into the Bezymianny stream
- The fuel spill through Bezymianny stream via Daldykan river reached Ambarnaya river, where bons prevented the contamination of Pyasino lake
- The city has not been impacted since the HPP-3 is located remotely from Norilsk
- Upon completion of the bulk of the clean-up in September, according to the Company's estimates, the fuel spill was split approximately 33% / 67% between soil and water



Source: Company data

Note: 1. Preliminary assessment of Rosprirodnadzor

HPP-3 Incident: Key Milestones of Clean-Up and Rehabilitation

2020

Phases 1&2: Clean-up completed

(May 29th – June)

Phase 3: Collection of the residues, transportation and utilization

(June – October)



- ✓ Over 90% of leaked fuel was collected and contaminated soil removed, including 35k cubic meters of water-fuel mixture and 189kt of contaminated soil removed
- ✓ Collected water-fuel mixture was transported to an industrial site near Nadezhda and separated from water
- ✓ Contaminated soil was placed into sealed-off hangars to prevent further risk to the environment
- ✓ River shores treated with sorbents and washed off
- ✓ Fuel residues in soil and water collected (sorbent bons)
- ✓ Almost 700 people and 300 equipment items were involved in the clean-up

2021+

Phase 4:

Rehabilitation (*in-progress*)



2021+

- Installation of booms ahead of the flooding (snowmelt, ice melting, ice drift)
- Washing of river shores and treating contamination residues on the land with sorbents
- Rehabilitation of the collected contaminated soil using microbiological remediation method
- Land reclamation, grass seeding
- Monitoring of water bodies, soil and flora and fauna

2021-2022

- Reproduction of aquatic bio-resources

Area Rehabilitation and Restoration in Progress



Soil rehabilitation in the vicinity of HPP-3 in progress

- ✓ Replacing contaminated soil near HPP-3
- ✓ Seeding grass at the impacted area



Rehabilitation of the coastline of the Ambarnaya river

- ✓ A total of 489k sq m of land were treated with 121t of turf sorbents
- ✓ Almost 1k of square meters of the coastline of Ambarnaya river and 21k square meters of the coastlines of the Bezymianny stream and Daldykan rivers were washed
- ✓ The residues washed from the rivers' coastlines captured by 110 lines of sorbent bons



Collection of the fuel residues, washing and treatment of river shores with sorbent agents will continue until the start of the winter season of 2020

- ✓ Will resume in 2021 and 2022, as necessary



Source: Company data

Independent Assessment of the HPP-3 Incident: Causes and Mitigation

A recognized international consultant, Environmental Resources Management Limited (ERM), has prepared a report at the request of Nornickel's Board of Directors assessing the root causes, contributing factors and critical systems affecting the 29 May 2020 incident at HPP-3

ERM Assessment

- Failure in the 1981 design/1984 construction (piles were shorter and not installed into bed rock)
- Permafrost melting
- Insufficient specific monitoring: foundation and permafrost
- Insufficient bund and tertiary containment measures
- Compliance over risk management
- Inadequate risk assessment of the particular fuel tank
- Insufficient resources for immediate emergency response

Nornickel response/initiatives

- ✓ Emergency inspection of fuel storage facilities. Facilities "at risk" phased out; alternative fuel storages considered
- ✓ Infrastructure repair program with a special focus on fuel and energy
- ✓ Upgrade of permafrost monitoring
- ✓ Design and launch of foundations monitoring system
- ✓ Upgrade of environmental risk assessment: oversight, procedures, maps
- ✓ Upgrade of bund walls
- ✓ Upgrade of emergency response plans and response teams

"Underpinning all of this is the fact that if all piles had been installed as designed into the bedrock, this failure would not have happened"

Source: ERM report to the Board of Directors of Norilsk Nickel

Comprehensive Physical Risk Mitigation Programme (1/2)

Reassessment of Risks Related to Hazardous Facilities

- ✓ Dismantling of fuel tanks #5 and #4 at HPP-3 and similar fuel tanks at HPP-2
- ✓ Upgrade of fuel tanks #2 and #3 at HPP-3: anticorrosion treatment, upgrade the bunding perimeter, installation of new gas detectors
- ✓ Detailed action plan to improve industrial safety presented to Rostechnadzor (Russian technical watchdog)
- ✓ Ad-hoc audit of all (600+) industrial buildings and facilities launched
- ✓ The emergency plan and preventive measures (embankment) for all tanks have been recalculated based on the most aggressive filling scenarios (100% fuel spill)

Large-Scale Upgrade of Energy Infrastructure

- ✓ Additional RUB100bn (c. USD1.3bn) investments announced over 2020-2024 into modernization and improvement of industrial safety of energy infrastructure
- ✓ The investments will include broad range of projects related to replacement of equipment at heat and hydro power stations, upgrade of power grid and gas pipeline systems and modernization of fuel tank storages
- ✓ All risky reservoirs will be removed
- ✓ Replacement of diesel fuel reservoirs as a source of emergency fuel for Norilsk heat and power plans with second gas pipelines being considered

Roll-Out of Permafrost-Based Foundations Monitoring

- ✓ Satellite monitoring of permafrost-based structures using satellite images and early detection of any possible deformations launched in 2020 (an agreement with the leading Russian space monitoring company, Sovzond)
- ✓ Design and roll-out of a comprehensive 24-7 physical monitoring of permafrost based foundations in Norilsk scheduled for 2021, including drilling observation holes, installation of strain gauges and temperature sensors
- ✓ Upgrade of the Diagnostic Center of Polar Division and Permafrost laboratory

Source: Company data

Comprehensive Physical Risk Mitigation Programme (2/2)

Repair of Diesel Fuel Pipelines and Support Part



Inspection of Technological Pipelines



Anticorrosive Treatment of Tanks



Upgrade the Bunding Perimeter (Embankment)



Source: Company data



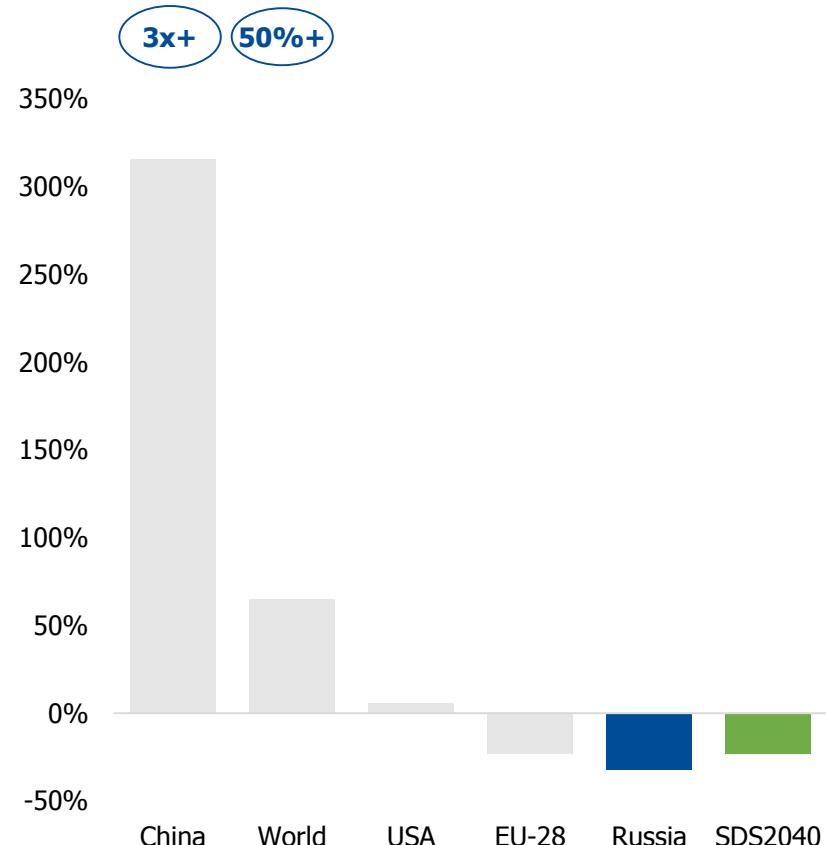
Climate Change



Russia Is on Track to Meet Paris Agreement Targets

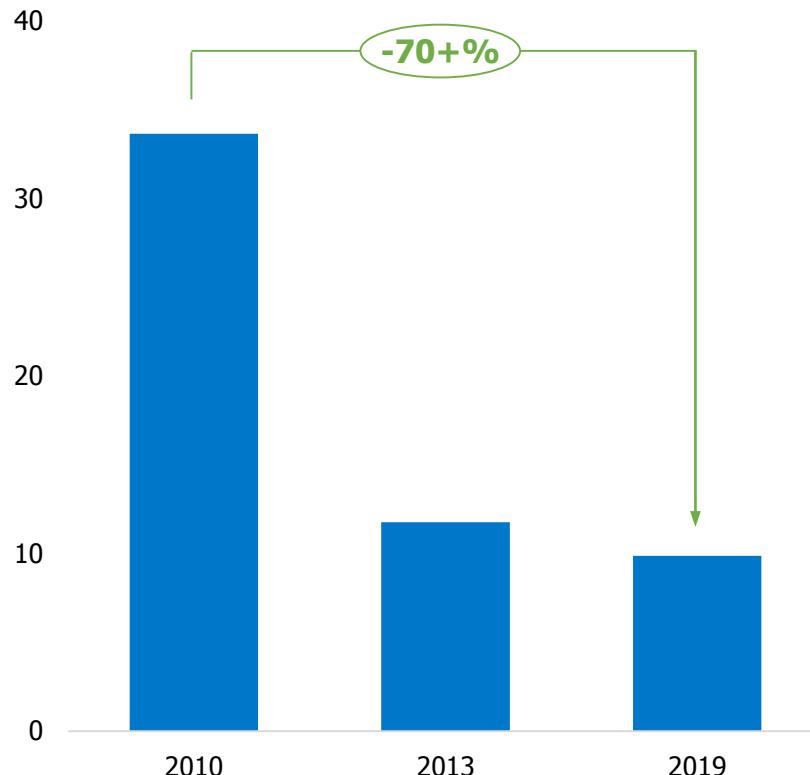
Russia is on Track to Deliver on IEA's SDS 2040 Target

CO₂ emissions change since 1990



Nornickel Has Significantly Reduced its Scope 1&2 Carbon Footprint from 2010

mt

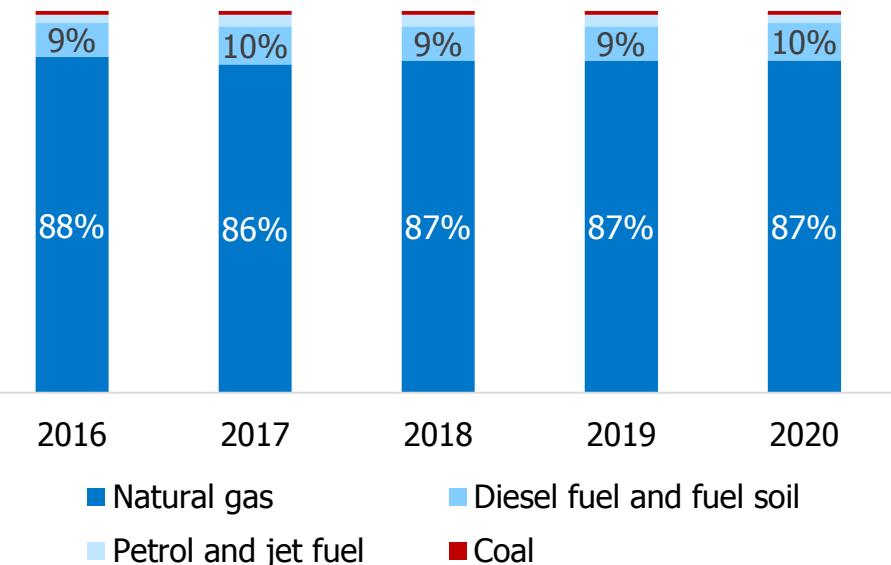


Source: Company's estimates, IEA, World Energy Outlook 2020, <https://ourworldindata.org/co2-emissions#co2-emissions-by-region>

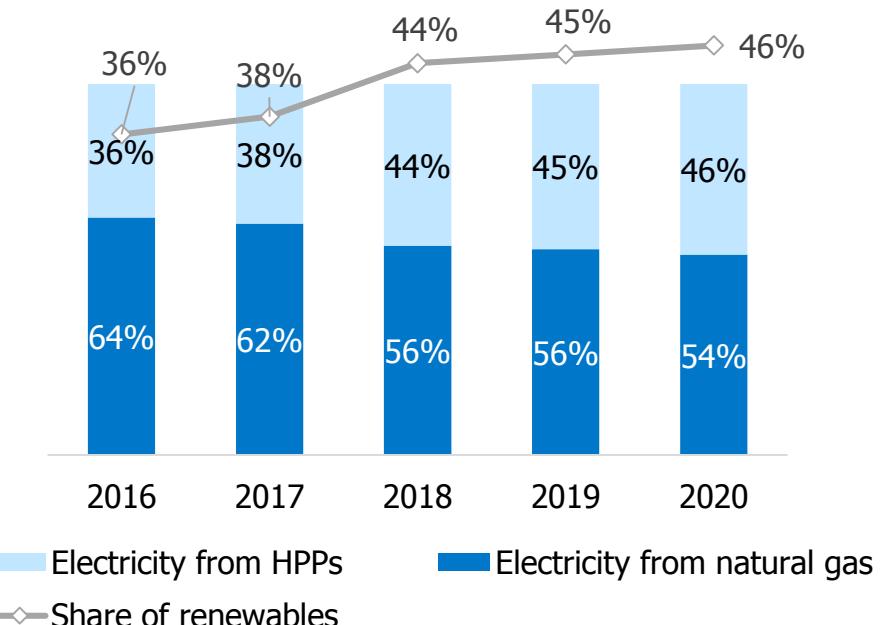
Nornickel – High Reliance on Renewables and Low Carbon Energy

Nornickel is committed to the responsible use of heat and electricity

Fuel Consumption by the Company



Electricity Consumption



- Most of the fuel consumed is a low carbon natural gas
- Coal is only consumed in some industrial processes, with the shut down of Nickel Plant in August 2016 leading to a decrease of coal consumption by 40-70ktpa
- Approximately 90% of electricity is generated by own energy assets
- In 2020, renewables accounted for 46% of total electricity consumed by the Group and 55% of total electricity consumption within the Norilsk Industrial District.

Source: Company data

Limited Applicability of Renewable Power Generation to Norilsk Region

Renewable Power Source



Wind power ⁽¹⁾

(on-shore 2-5 MW, off-shore 5-10 MW per unit)

Key requirements:

- annual average wind speed min >5-8 m/s, max <25 m/s
- constant wind direction
- efficiency 25-35%

Applicability to Norilsk Region



- Volatile wind velocity
- Strong gusts with a speed of up to 50 m/s followed by dead calms lasting for weeks



Solar power (PV)

Key requirements:

- number of sunny ² days per year >280
- efficiency 10-15%



- Polar nights and twilights last for more than 100 days annually
- On average, there are just up to 70 sunny days per year
- Air temperatures stay below freezing point for about eight months a year



Geothermal power

Key requirements:

- efficiency 6% @ t outdoor 20°C and at depth 40°C
- optimal at depth t >50°C (for heating)



- Air temperature in winter: -40C
- Permafrost layer runs 300 to 500 metres deep



Hydropower

Key requirements:

- water reservoir
- efficiency 80-90%

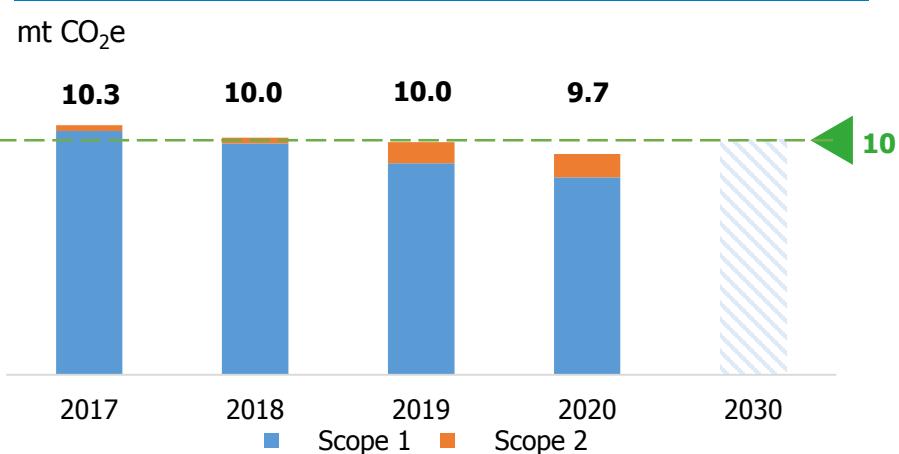


- Norilsk Nickel operates two captive HPPs in the region (capacity >1000 MW)

Note: 1. Case related to installation of wind power in Norilsk Industrial Region: In 2001 an experimental wind power unit was installed in a small village Levinsky Peski (near Dudinka), but due to low temperatures and squall winds in winter the wind head was broken (pilot project failed). 2. Cloud layer does not exceed 20% per day

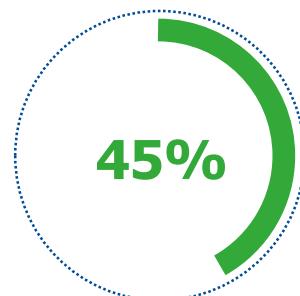
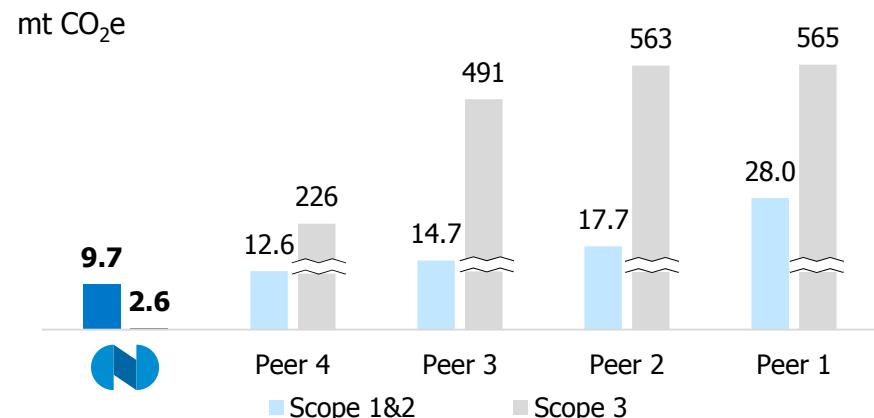
Climate Change: Maintaining Industry Lowest GHG Footprint

Scope 1&2 GHG Emissions ⁽¹⁾



2018-2020 average share
of renewable energy in electric power
consumption in the Norilsk region

Norilsk Maintains By Far the Lowest Scope 1&2 and 3 ⁽²⁾ Footprint Among Global Peers



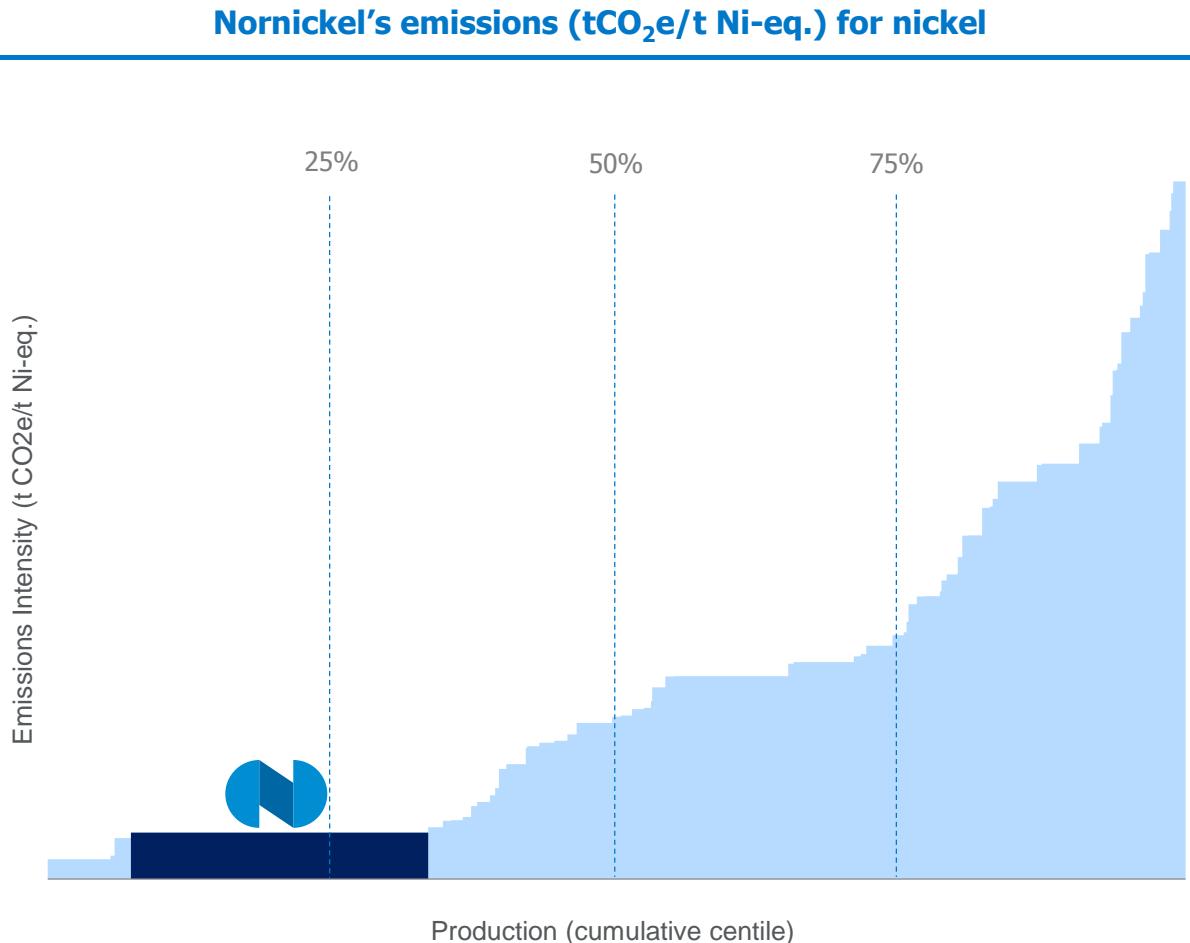
2018-2020 average share
of renewable energy in electric power
consumption of the Group

Source: Company's estimates, Peers data as for 2019, Nornickel data as of 2020; Note: 1. 2020 Assessment under GHG Protocol Corporate Accounting and Reporting Standards. Nornickel GHG emissions include amount of emissions that come from providing Norilsk with electricity by NTEK, and reserve for CO₂ emissions from Sulphur Programme 2.0; 2. Incl. only downstream part of the supply chain

Nornickel in the Lowest Quartile of Global Nickel Industry CO₂ Curve Targeting to Sustain Industry-Leading Position in the 1st Quartile

Combined leadership of Nornickel on both cost and CO₂ intensity curves to ensure unique competitive advantage in the economy of "Tomorrow"

Long-term target to sustain industry-leading positions in the 1st quartile of the emission intensity curve



Source: Wood Mackenzie, Company's estimates. Norilsk figure includes reserve for CO₂ emissions from Sulphur Programme 2.0 execution

Climate Change Strategy

Climate change 2030 targets

1 **Maintain** absolute Scope 1+2 GHG emissions from operations⁽¹⁾ below **10 Mt CO₂e** while growing metal production by ~30-40% (Ni-equivalent production, Mtpa vs 2017)

2 **Maintain** Scope 1&2 GHG emissions per t of Ni-equivalent in the **bottom quartile** of global metals and mining industry GHG intensity curve⁽²⁾

Climate-related risk assessment & governance



Transition risks



Physical risks



IEA's SDS⁽³⁾ is net neutral/positive for Nornickel's metals



Implementation of climate-related physical risks assessment and large-scale asset monitoring program



Key actions 2021+

- Develop and launch monitoring system of the industrial and municipal foundations based on perma-frost in Norilsk (incl. satellite and GIS)
- Introduce and implement divisional and asset-level strategy:
 - Design key initiatives to achieve higher physical risks mitigation, increased energy efficiency and reduction of CO₂ emissions
 - Develop capital expenditures plans and projects timelines
- Align climate change disclosure with TCFD requirements

Key initiatives in climate change strategy



Mitigation of physical risks



Increase in energy efficiency



Reduce CO₂ emissions

Learn more on our Climate Change Strategy web-page:
<https://www.nornickel.com/sustainability/climate-change/strategy/>

Source: Company's analysis

1. Operations excludes Residential consumption for Norilsk area; 2. Based on Wood Mackenzie global nickel industry GHG intensity curve (CO₂e per tonne of Ni equivalent). 3. International Energy Agency Sustainable Development Scenario

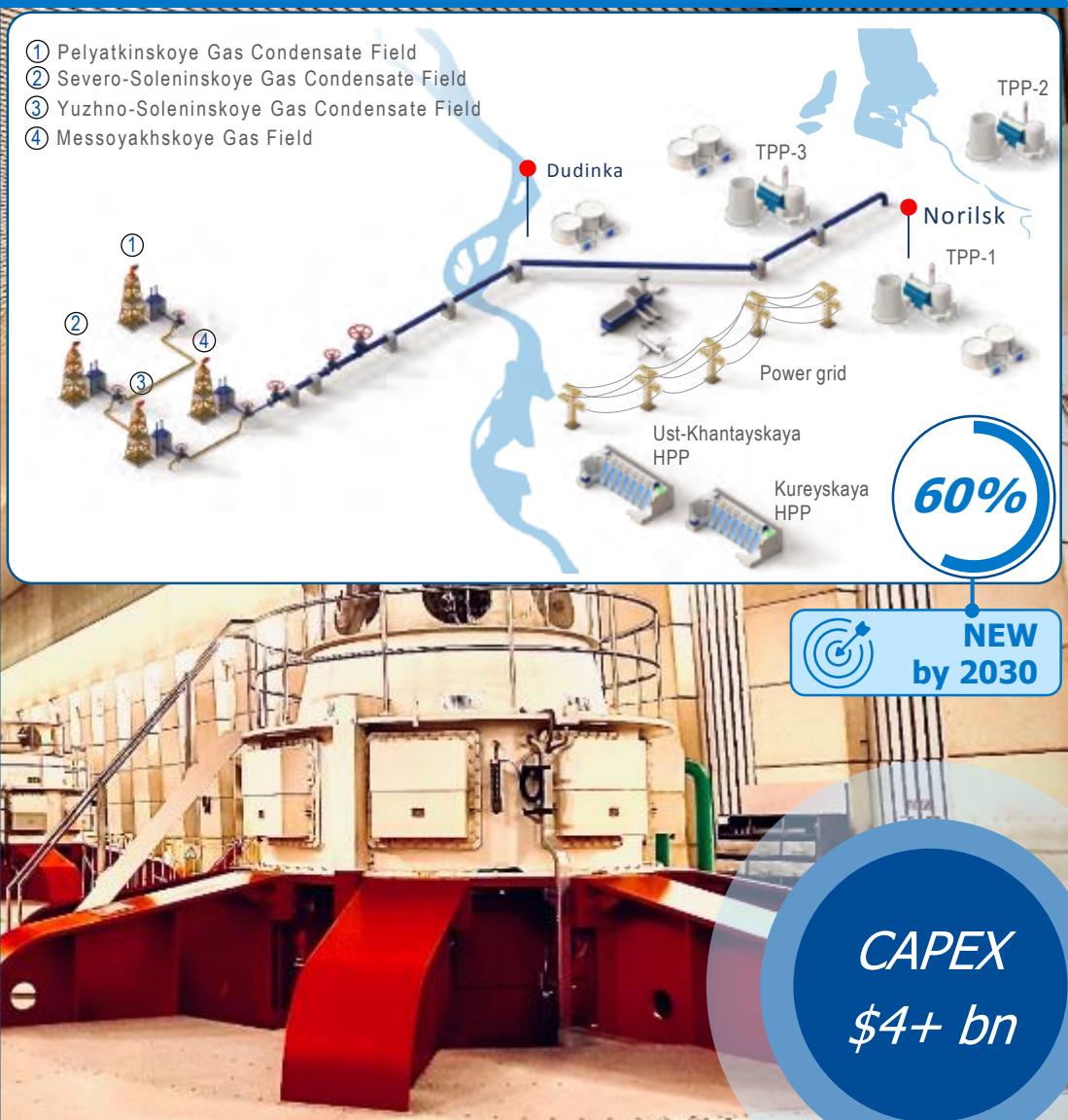
Energy Infrastructure Modernization: Interim Delivery and Plans

2013-2020 Delivery

- ✓ Replacement of 6 power-generating units at hydro power plant (out of total 7)
- ✓ Replacement of 1 power generating unit at thermal power plant 2 (out of total 2)
- ✓ Replacement of medium-pressure turbines at thermal power plant 1
- ✓ 14 new natural gas wells

2021-2025 Development Plans

- Industrial safety and physical risk mitigation programme⁽¹⁾
- 5 new power-generating units at thermal power plants 2 and 3
- Grid modernization
- Gas pipeline extension, 4 new automated gas distribution stations
- Upgrade of gas booster stations
- Gas wells drilling programme



Note: 1. https://www.nornickel.com/upload/iblock/b0b/nornickel_increases_investments_in_industrial_safety_full.pdf

Nornickel - Critical Facilitator of the Global Low-Carbon Future

Supplying the materials critical for the development of a low-carbon economy

50-100 Mt of CO₂ emissions

Potential savings per EV lifecycle
enabled by nickel produced in 2030³

170-270 Mt of air pollutants¹

Potential savings per autocatalyst lifecycle
by PGMs produced in 2030²



● - Ni ● - PGM ● - Cu

Sources: Company data, Nickel institute, BASF reporting, IHS

Notes: 1. CO, Hydrocarbons and NOx; 2. Assuming annual PGM volume produced by Nornickel in 2030 would be used for catalytic converters;

3. Assuming annual volume of nickel produced by Nornickel in 2030 would be used for EV batteries

Global Decarbonisation – Risk Assessment for Nornickel's Metals

2040:

Ni

PGMs

Cu



Growth of market share of BEVs



Growth of hybrids



Fuel cells



Growth of renewables/low carbon fuel in power generation



Storage and grid expansion to support growth of xEVs



Net impact



Source: Company data

Design and Roll-Out of Permafrost-Based Foundations Monitoring in Norilsk

Nornickel is making a comprehensive, long-term effort in monitoring assets to assess the impact of permafrost thawing in the Norilsk region

To manage the Climate Change risks the Company...

- regularly monitors the condition of foundation beds for buildings and structures built on permafrost
- runs geodetic control of changes in buildings' positions
- monitors soil temperature at buildings' foundations
- monitors the compliance of its facilities with operational requirements for crawl spaces
- develops recommendations and corrective action plans to ensure safe operating conditions for buildings and structures

In 2021 the Company will introduce and roll-out a systematic monitoring of permafrost...

- 1. Satellite monitoring of permafrost-based structures**
 - ✓ An agreement with the leading Russian space monitoring company, [Sovzond](#)
 - ✓ Real team monitoring of permafrost-based structures using satellite images
 - ✓ Images taken every 48 hours with 1cm precision
 - ✓ Side-by-side analysis of images should help to detect early any possible deformations of structures
- 2. Roll-out geographic information system**
 - ✓ Drilling works
 - ✓ Installation of strain gauges and temperature sensors
 - ✓ Design and launch real-time monitoring of foundations of buildings and facilities based on permafrost
 - ✓ Upgrade of Diagnostic Center of Polar Division and Permafrost laboratory
- 3. Great Norilsk Expedition**
 - ✓ Analyze the research on permafrost



Social/Communities

Social Strategy: Employees, Local Communities, Indigenous People, Sponsorship & Charity



Employees

- **One of the best-rated employers** among Top-50 largest in Russia by Forbes-Russia⁽¹⁾
- **Collective bargaining agreement** linking salaries revision to domestic CPI
- **Health and vacations** compensation of travel expenses and accommodation in resorts
- **Pension plans** co-funded pension plan
- **Extensive support** throughout COVID-19
- **Housing** co-investment of home purchase



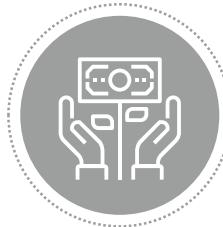
Local Communities

- **Agencies for Urban Development in Norilsk and Kola Peninsula**
- **World of New Opportunities program** supporting local non-profit organizations
- **Relocation program** relocation of city residents from Norilsk to Russia's «mainland»
- **Support of regional healthcare infrastructure and local communities** through COVID-19 epidemic
- **Corporate volunteer program**
- Housing and infrastructure renovation program in Norilsk



Indigenous People

- **Strong legacy engagement and support of indigenous people**
- **Ethnological expedition in 2020** to assess the impact on recent environmental incident on indigenous people
- New RUB2bn 5-year agreement with over 40 concrete initiatives



Sponsorship & Charity

- **Supporting local infrastructure and construction of new facilities:** airport, roads, city buildings, sport facilities
- **Sponsorships** Rosa Khutor Ski Resort, Russian Olympic Committee, TSKA Professional Basketball Club, International University Sports Federation and others
- **Sports:** support of amateur sports
- **Cultural programs and initiatives**
- Development of new tourist clusters

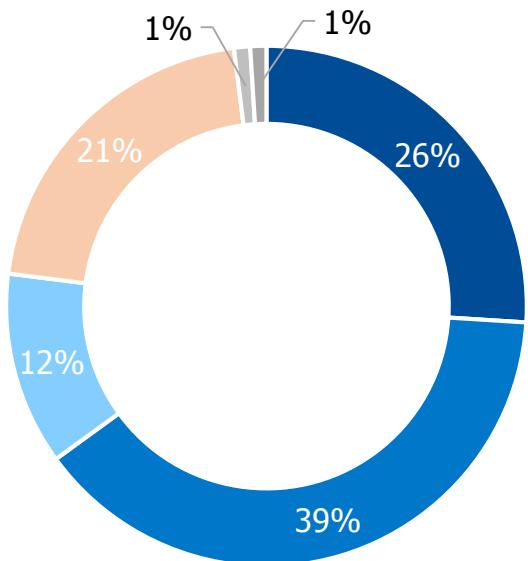
Source: Company data, <https://www.forbes.ru/rating/387403-50-luchshih-rabotodatelyey-rossii-2019>

1. #1 for 2019 and #14 for 2020

Investing into Local Communities and Charity

~ US\$500 mln

Total spending in 2020 on social infrastructure development, charity and sponsorship programmes



- Social programmes and benefits for employees
- Sponsorship (sports projects)
- Investments in social projects and social infrastructure development
- Charity
- Repair and maintenance of social infrastructure
- Other infrastructure projects

13k employees⁽¹⁾

and their family members covered by the health improvement and wellness programmes

36,7k employees

covered by training, including vocational training, retraining, and skills improvement

71 projects

supported by the World of New Opportunities programme

Source: Company data

Notes: 1. 18% of total employees

Learn more <https://www.nornickel.com/sustainability/communities/>

Selected Social Initiatives: Safeguarding Employees and Supporting Local Communities



Response to Coronavirus

- №1 rated by Forbes-Russia in terms of COVID-19 corporate spending
- Full support to employees
- Support of local communities, incl. purchases of 412 medical ventilators, 15 mobile labs, 7 emergency care vehicles, >500k COVID-19 tests etc.
- Vaccination in the regions of operations launched

USD157 mln

Coronavirus-related spending in 2020, including purchases of medical supplies and equipment



Shutdown of smelting operations in Nickel Town in Kola

- Employment Centre was launched in 2020
- Development of urban environment
- Creation of new tourist opportunities for the region

660 employees

of the smelting shop and support functions will be affected by the closure of operations



Renovation program in Norilsk region

- Renovation of housing, communal and social infrastructure
- Urban redevelopment of public spaces
- Construction of a hospital and educational facilities
- Joint program with the government, 4-parties agreement being prepared

USD1.1 bln (1)

Allocation towards the program by 2035



Engagement with Indigenous People

- Ethnological expedition to Norilsk and survey of indigenous peoples
- New 5-year cooperation agreement
- 42 initiatives: support of traditional way of life, educational and culture, housing projects, sports and infrastructure, healthcare, tourism

USD 30 mln (2)

5-year agreement

Source: Company data

Note: 1. Equivalent to RUB80 bln, 2. Equivalent to RUB2 bln

Response to Coronavirus: Safeguarding Employees and Supporting Local Communities

Supporting Employees

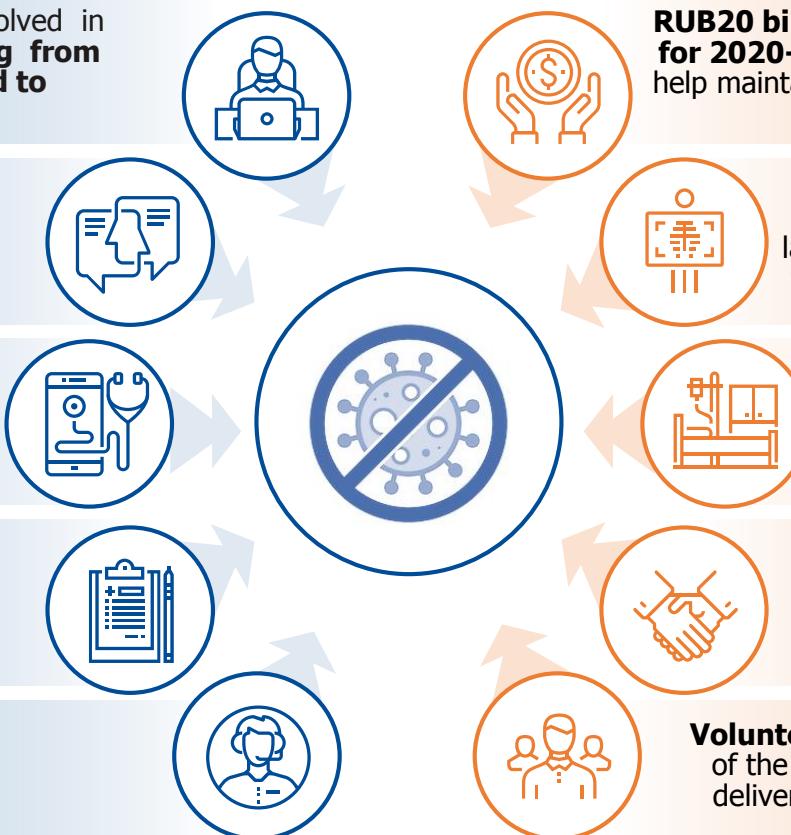
All employees not immediately involved in production processes **are working from home (over 10,000 transferred to remote work)**

100% of salaries maintained with additional compensation to employees working on sites/in the office

Employees' **health monitored on a regular basis** (thermal scanners, express medical examination)

Introduction of personal **health safeguards** (self-quarantine when at risk, ban on business travel and group events)

A **24/7 hot line** for employees has been launched to answer the questions related to Covid-19



Supporting Local Communities

RUB20 billion (circa USD270 mln) pledged for 2020-2021 to combat the coronavirus and help maintaining social stability in the regions of operations

Purchasing medical supplies (ventilators and both express and laboratory testing equipment) to meet the needs of local healthcare facilities

Supporting an increase of local hospitals' capacity (the number of beds in the city's hospital infectious disease ward)

Supporting small and medium enterprises: rent holidays have been granted to more than 150 small businesses

Volunteer teams have been formed in all of the Company's cities of operation to help deliver food, medicines, and other essential supplies to those who are in need

Residence of Indigenous People of the North, Siberia and the Far East of Russia

- **No indigenous people reside in the areas of Nornickel's operating activities**
- **Indigenous people reside in the same regions, where Nornickel's operations are located**



- **All-Russia Association of Indigenous and Small Population Peoples of the North, Siberia and the Far East of Russia (www.raipon.info)** – represents 41 indigenous ethnic groups, comprising over 250,000 people, which are organized into 34 regional and ethnic unions
- **Regional Association of Indigenous Small Population Peoples of the North of Krasnoyarsk Region** – based in Krasnoyarsk and comprised of 5 public organizations representing the local indigenous ethnic groups of the Krasnoyarsk region, including selkups, keto, chulymets, evenks, dolgans, nganasans, ents and nents
- **Local Association of Indigenous Small Population Peoples of the Taymir of the Krasnoyarsk Region** – based in Dudinka and representing nents, ents, nganasans, evenks and dolgans
- According to the 2010 Russia's National Census, in total there were approximately 316k of indigenous people living in Russia, of which approximately 270k lived in Siberia, Russia's North and Far East:

~ **10k of indigenous people live in the Taymir Peninsula**

~ **1.6k Sámi people** and 226 people from other small indigenous communities of the North **live in Murmansk region** ⁽¹⁾

Source: Company data

Note: 1. Traditionally, the main places of residence and livelihood of the Sámi people of the Murmansk region are not located near the Company's operations in Kola Peninsular

Nornickel Historical Support of Indigenous People

Norilsk Nickel has been historically supporting local indigenous communities

- In 2020, the Company spent a total of USD 1.1 mln⁽¹⁾ on the projects to support the indigenous northern minorities
- **Social programs** – provision of medical and communication services, purchasing of mobile transports and their parts, and construction tools and materials (such as snowmobiles, motor boats, outboard motors, chainsaws and building materials)
- **Transportation services** – transportation of indigenous people and their cargos to remote locations on the Taymir Peninsula using the Company's helicopters fleet
- **Preservation of the unique cultural heritage** – organization of ethnic holidays and festivals in Taimyr, such as the Reindeer Farmer's Day, the Fisherman's Day, series of unique ethnic street festivities in Norilsk entitled 'Big Arghish'
- **Support of social enterprise** – support and development of local communities through annual charity social programs
- **Individual assistance** in response to individual requests
- **Indigenous Rights Policy adopted**
- **Independent assessment of damage** to indigenous northern minorities as a result of industrial accidents has been arranged in 2020

Social Strategy: Ethnological Expedition – Assessing Impact on Indigenous People in 2020



100

Interviews with local indigenous people held



5

Key local ethnic groups covered by the survey
(Dolgans, Nenets, Evenks, Enets and Nganasans)



670

Local residents from five main ethnic groups inhabiting the region impacted



Permanent settlements of indigenous people are located remotely from the HHP-3 incident area



Indigenous settlements have not been impacted by the incident

Progress in 2020

Ethnological review by independent experts of the indigenous people residing in the Taimyr Peninsula to assess the damage to the natural habitat of the indigenous communities caused by the fuel spill incident

- Preparation of an ethnological map
- Assessment of the environmental impact through soil and water samples, mapping of the contamination area
- A survey of indigenous people of five main ethnic groups, who are traditionally engaged in fishing on the Pyasino river

Traditional Fishing Points of Indigenous People



- Water sampling points
- Soil sampling points
- Traditional fishing points
- Expedition research area
- Containment booms
- HHP-3 emergency fuel storage

Source: Company data

Engagement with Stakeholders: a New Comprehensive Support Programme for Indigenous Peoples Rolled Out

- **On September 25th 2020, Nornickel signed cooperation agreements with three associations, representing over 90% of the indigenous population living in the north of Russia**
 - ✓ USD 30 mln ⁽¹⁾ five-year support programme developed jointly with local indigenous communities
- **The programme includes over 40 initiatives aimed at the protection of the natural habitat and support of the traditional activities of the indigenous peoples, including:**
 - ✓ Projects in support of traditional activities of indigenous peoples of Taimyr Peninsula (building workshops for processing of wild reindeer and fish, accounting Lake Pyasino's fish resources etc)
 - ✓ Housing projects (building houses)
 - ✓ Health projects (new first aid posts, purchase of special equipment etc)
 - ✓ Educational and cultural projects (supporting educational projects, building a community center etc.)
 - ✓ Sporting and infrastructural projects (playgrounds, providing sport equipment etc)



Source: Company data

Note: 1. Equivalent to approximately RUB2 bn

Read more: https://www.nornickel.com/upload/iblock/93f/Program_en.pdf

<https://www.nornickel.com/sustainability/communities/peoples-north/>



Corporate Governance

Best-in-class Corporate Governance Standards

Remuneration Linked to ESG Performance

- **Block on the 20-30% of the annual bonuses** of the heads of operating units in the case of fatal incidents
- **20% of the Group's KPI is linked to TRI (total recordable injuries)** performance
- **Management KPIs** for 2021 **amended to include** zero environmental accidents

Strengthening the Board's Expertise

Roger Munnings - Independent Director, Chairman of the Audit and Sustainable Development Committee since 2018

- Fellow of the Institute of Chartered Accountants in England and Wales
- Ex-head of KPMG Russia and CIS

Evgeny Shvarts – Independent Director, since 2019

- Ex-director for Conservation Policy, WWF Russia
- Member of the Board of Biodiversity Conservation Centre (BCC), Charity Foundation



Balanced Board Led by Independent Chairman

Gareth Peter Penny - Independent Chairman of the Board

- Member of the Strategy Committee
- 22 years work experience with De Beers and Anglo American
- CEO of De Beers in 2006-2010

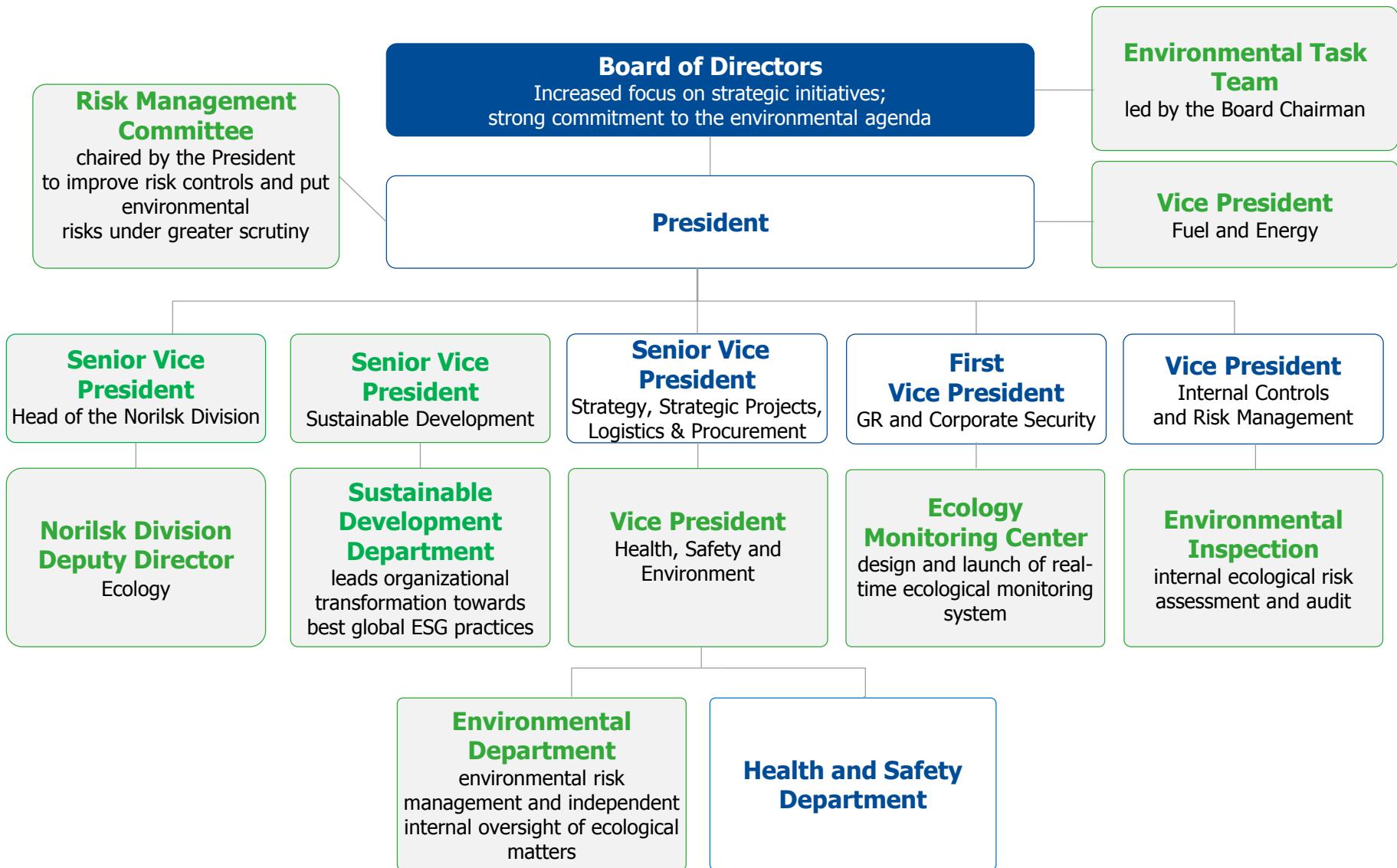
Comprehensive and transparent ESG reporting

- Annual sustainable development reports prepared according to global reporting standards (GRI) and assured by a third party
- Regular communications with all leading ESG rating agencies/investors
- Corporate Governance Improvements Targeting ESG Performance

Focus on Sustainable Development

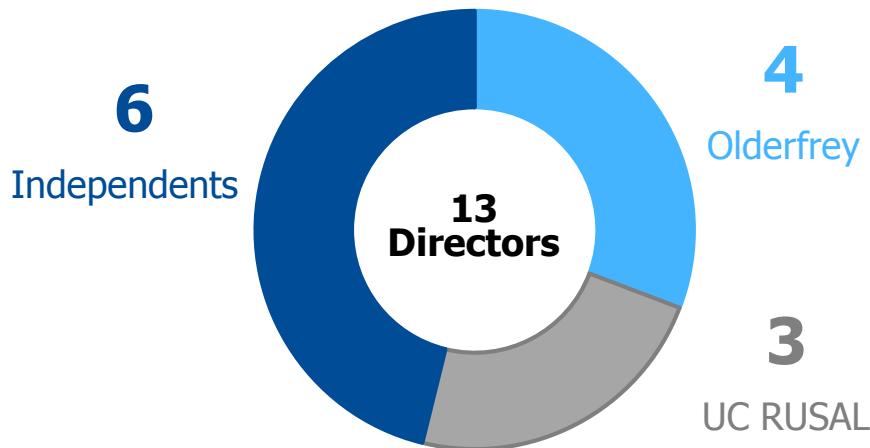
- A dedicated Environmental Task Team of the Board was set-up in 2020 to focus on ESG and climate change

New Organizational Structure – Responding to New Challenges



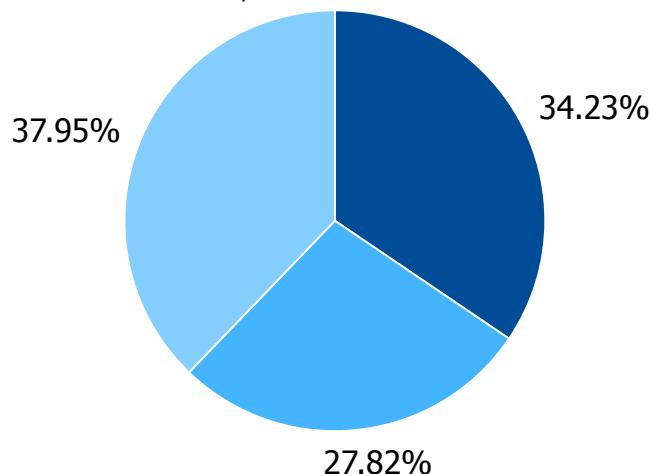
Established Corporate Governance and Alignment of Shareholders' Interests

Board of Directors



Shareholder Structure

As of December 31, 2020



Board Committees

Chaired by INED

Audit and Sustainable Development Committee	Roger Munnings	✓
Budget Committee	Sergey Batekhin	
Strategy Committee	Maxim Poletaev	
Corporate Governance, Nomination and Remuneration Committee	Robert Edwards	✓
Environmental Task Team	Gareth Penny	✓

■ Olderfrey Holdings⁽¹⁾

■ UC RUSAL⁽²⁾

■ Other shareholders

Major Shareholders Agreement⁽³⁾:

- Valid until 1 January 2023

✓ - chaired by INED

Source: Company data.

Notes: Figures may not sum up due to rounding. 1. Indirect holding through controlled entities; 2. Direct and indirect holding through controlled entities. UC RUSAL is controlled by EN+ GROUP PJSC; 3. PJSC MMC Norilsk Nickel is not a party to the Shareholders Agreement in relation to PJSC MMC Norilsk Nickel. The information contained in this slide shall not be deemed to be any form of commitment on the part of PJSC MMC Norilsk Nickel (or any other person) in relation to any matters contained, or referred to including without limitation in relation to any dividends of PJSC MMC Norilsk Nickel



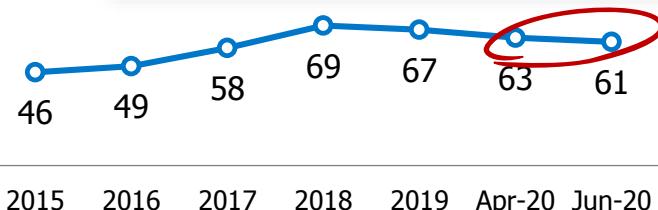
Independent Assessment of ESG Performance



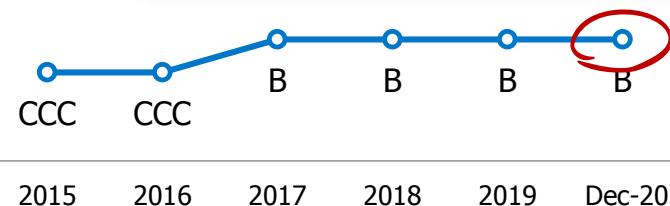
Most Recent ESG Agencies' Actions (1/2)



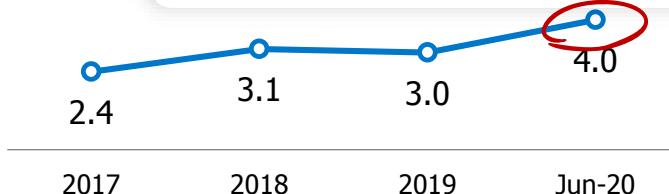
- **ESG rating 61/100** as of June'20 (33% score improvement since 2015)
- ESG Risk Rating «High» Reiterated
- **Industry position -27/57**, Average performer reiterated



- **ESG rating «B»** confirmed as of December'20 in line with peers (improvement from CCC since 2015)
- **Industry average – «B»**



- **Reiterated as an index constituent** in June 2020
- **Overall ESG score 4/5** (improvement from 2.4 since 2017), which puts NN in the top percentile
- **Industry average – 2.2/5**



- **ESG score 44/100** (63% score improvement since 2018)
- **Industry average – 39/100**

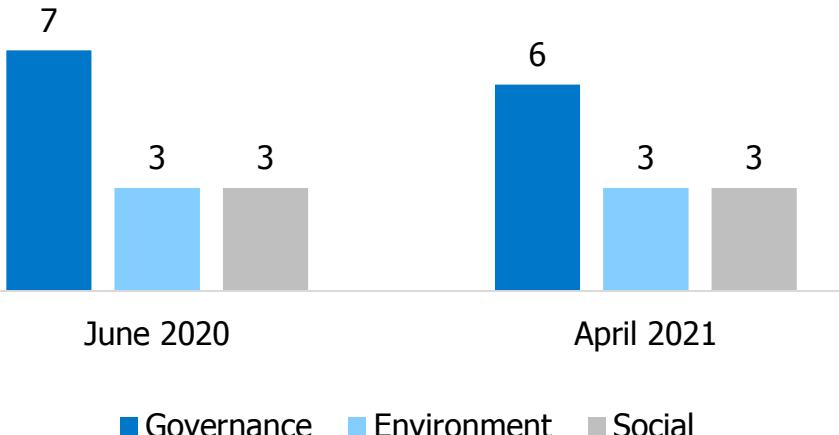


Source: Company and public data

Lean more on Norilsk Nickel ESG assessment: <https://www.nornickel.com/sustainability/esg-highlights/assessment/>

Most Recent ESG Agencies' Actions (2/2)

ISS ESG



- **ESG score «C»/medium**
(improvement from «C-» since October 2019)
- **Environmental score 3/10⁽¹⁾**
- **Social score 3/10⁽¹⁾**
- **Governance score 6/10⁽¹⁾**



- **Norilsk Nickel joined United Nations Global Compact** in November, 2016
- Level of Engagement – Signatory
- COP (Communication on Progress) – Active Level



- Disclosure to CDP launched in 2020
- Climate Change score - "D" (M&M sector - "C")
- Water Security score – "C" (M&M sector - "B-")



- ESG rating 48/100 as of April'21
(vs. 33/100 as of September'20)
- Industry average ESG score – 41/100

Source: Company and public data

Note: 1. where 1 – low risk, 10- high risk

Lean more on Norilsk Nickel ESG assessment: <https://www.nornickel.com/sustainability/esg-highlights/assessment/>

International Disclosure: Improving Sustainable Development Standards

Compliance with Best International Standards and Practices



- **Compliance with GRI** (global reporting initiatives) and **RSPP public verification procedure**
- **First social responsibility report in 2003**



- **Signatory to UN Global Compact since 2016**



- **Member since 2005**



- **Member since 1999**



- **Norilsk Nickel joined** Responsible sourcing blockchain network in 2021



- **Norilsk Nickel joins** the Initiative for Responsible Mining Assurance as Pending member in March 2021

Advancing ESG Agenda Towards Best Practices



Progress in 2020

- New long-term sustainable development strategy with specific targets announced
- New climate change strategy with specific targets announced
- Corporate governance systems and environmental risk management instruments redesigned
- Board oversight of ESG matters and strategy increased
- Self-assessment for IRMA and ICCM launched
- Independent assessment of environmental impacts conducted: ERM, Big Norilsk Expedition, Ethnological Expedition
- Nickel smelter shut, SO₂ emissions at Kola Division reduced

Disclosure improved

- Scope 1 & 2, and Scope 3 CO₂ emissions in line with GHG protocol
- Disclosure on Climate Change and Water Security to CDP
- Tailings dams' management
- Engagement with indigenous people



2021 Targets

- ✓ • Management KPIs for 2021 to include zero environmental accidents
- Develop long term ESG KPIs
- Roll-out of ad-hoc strategies at the divisional level
- Setting environmental 2030 targets, development of key initiatives and capital investment plans
- Continue with execution of Sulphur Programme 2.0
- ✓ • Launch waste collection and land reclamation programme in Norilsk
- Continue with full rehabilitation of the impacted environment following the diesel spill incident
- Design and roll-out of permafrost-based foundations monitoring in Norilsk
- Applications to ICMM and IRMA
- Upgrade of internal procedures in line with ICMM, IRMA principles
- ✓ • Prepare TCFD compliance roadmap
- ✓ • Publish audited Scope 3 ⁽¹⁾ emissions report

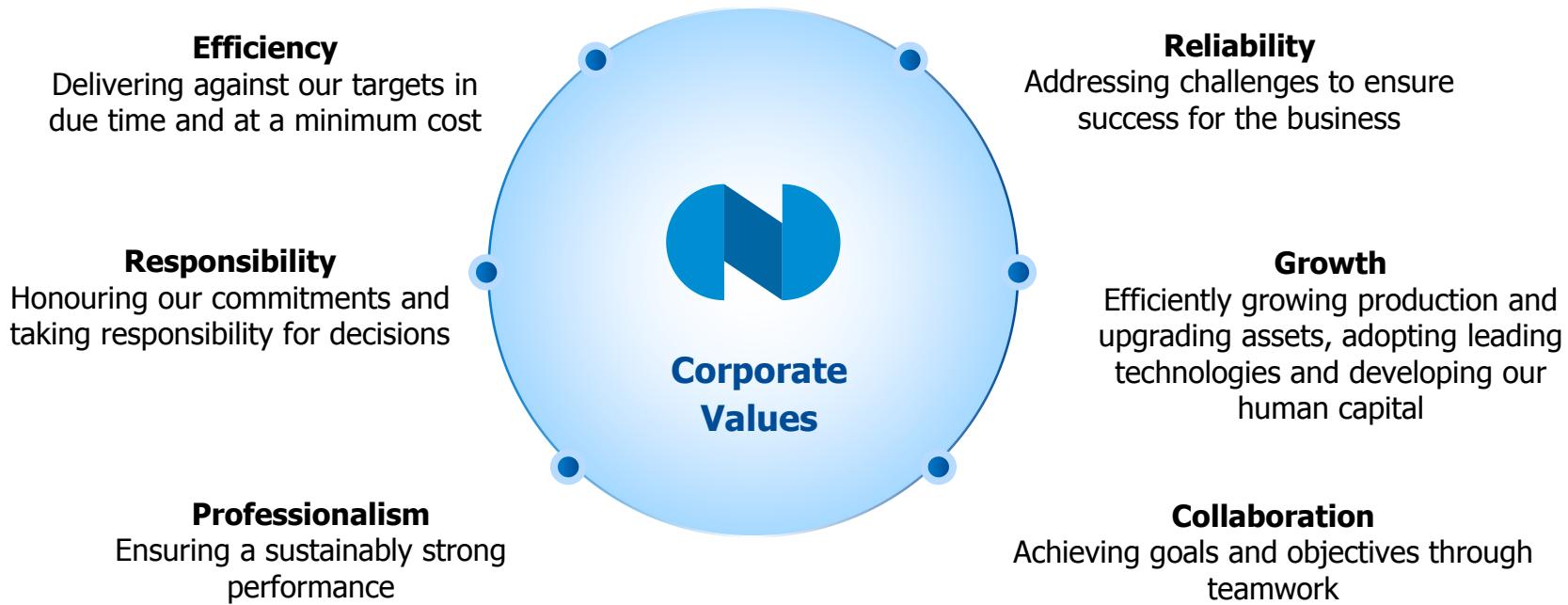
Note: 1. Incl. only downstream part of the supply chain



as of 1Q 2021

Appendix

Norilsk Nickel's Principles of Sustainable Development



Source: Company data

IR Contact Details

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