

# Nornickel's strategy

The Company has embarked on a new investment cycle to secure its sustainable development and establish a platform for future growth. President's priorities include implementing the second stage of the unprecedented environmental programme, completing the production reconfiguration project, developing the Company's mining assets, reaching target performance levels for the Chita project, and delivering on the extensive infrastructure renewal programme, which, together with comprehensive efficiency improvement efforts, is helping to lay foundation for sustainable shareholder value growth.

## President's priorities



The 2023 development programme is designed to renew all production capacities and, ultimately, make Nornickel one of the most advanced and environmentally responsible companies in the industry."

**Vladimir Potanin**



### Environmental programme

- Implementing environmental projects that lead to a many-fold decrease in SO<sub>2</sub> emissions across the Company's footprint
- Working with the "green" industries, including by manufacturing catalysts and electric transport



### Mining development and the new asset replacement cycle

- Consistently renewing the infrastructure and key production facilities
- Upgrading and refurbishing the production assets (reconfiguration project)
- Developing the Talnakh ores and maintaining a stable production level

### Shaping growth areas



### Consistent process efficiency improvement

- Comprehensive cost reduction and efficiency improvement programme
- Introducing ERP / automated control systems
- Introducing industrial automation systems

THE MAP TO ADVANCED, EFFICIENT, AND ENVIRONMENTALLY FRIENDLY PRODUCTION



2018–2020 key strategic investments

USD **1.4–1.6** bn

- 1 Optimising the smelting shop capacity utilisation rates to decrease SO<sub>2</sub> emissions
- 2 Implementing the comprehensive environmental programme

USD **4.4–4.8** bn

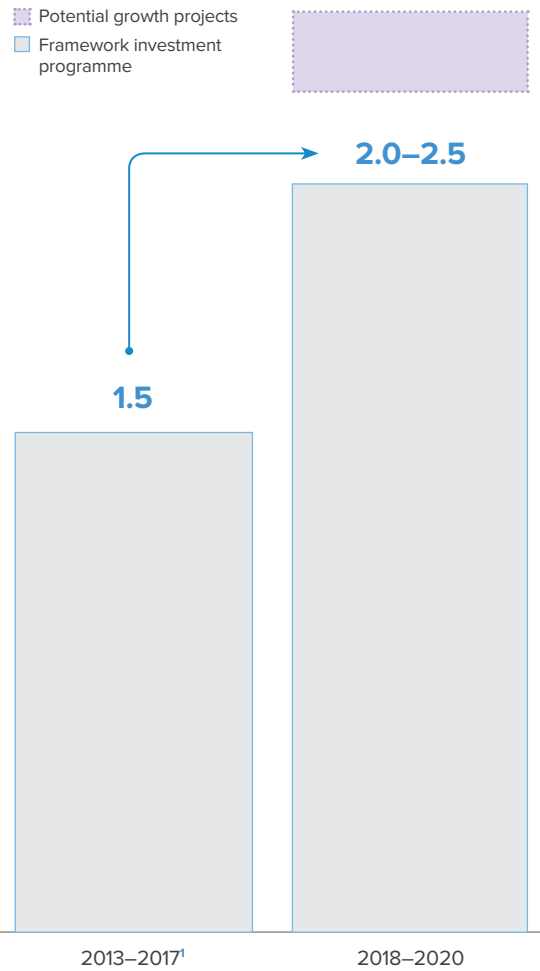
- 3 Infrastructure development and maintenance
- 4 Intensive development of the Talnakh ore mining base
- 5 Completion of the current reconfiguration programme
- 6 Chita Project

- 7 Potential construction of the third stage of Talnakh Concentrator
- 8 Development of the Southern Cluster
- 9 Greenfield PGM production project in the Norilsk Industrial District
- Search for new growth areas in other Russian regions

USD **0.3–0.5** bn

- Efficiency improvement initiatives covering IT, automation, R&D, machinery productivity

Average annual investment // USD bn p.a.



<sup>1</sup> Excluding Chita Project.