



London — PJSC “MMC “Norilsk Nickel”, the largest refined nickel and palladium producer in the world, hosted today its annual Capital Markets Day. The Company’s management has presented to the investment community the priorities of the new strategic cycle.

- **Health, safety and environment:** zero tolerance for fatalities and target of 20% annual reduction of LTIFR have been reiterated; the comprehensive environmental programme aiming to reduce sulphur dioxide emissions at both the Polar and Kola Divisions has been launched.
- **Efficiency improvements:** The new operating efficiency targets of labour productivity growth by 12-15% by 2020 and increase of metal production by 5-8% in the short-term have been announced.
- **Long-term growth targets:** The ambition to transform from a ‘steady state’ operation to a long-term growth story has been revealed with a strategic target for metal production growth from the existing asset base of 15-25% by 2025+ aiming to capture rising demand for nickel, copper and palladium driven by the structural changes in automotive sector.
- **Assessment of “blue sky” growth opportunities:** Evaluation of a unique mining project — potentially the world’s largest greenfield PGM cluster (Arctic Palladium) is under way.

[Download full version in pdf](#)

This announcement contains inside information in accordance with Article 7 of EU Regulation 596/2014 of 16 April 2014.

Full name and position of person making the announcement— Vladimir Zhukov, Vice — president, Investor Relations

ABOUT THE COMPANY

PJSC MMC NORILSK NICKEL is a diversified mining and metallurgical company, the world’s largest producer of refined nickel and palladium and a leading producer of platinum, cobalt, copper and rhodium. The company also produces gold, silver, iridium, selenium, ruthenium and tellurium.

The production units of NORILSK NICKEL Group include the Polar Division, located at the Norilsk Industrial District on Taimyr Peninsula, and Kola Mining and Metallurgical Company located on the Kola Peninsula in Russia as well as Harjavalta nickel refinery in Finland.

PJSC MMC NORILSK NICKEL shares are listed on the Moscow and on the Saint-Petersburg Stock Exchanges. PJSC MMC NORILSK NICKEL ADRs trade over the counter in the US and on the London and Berlin Stock Exchanges.

19 November 2018