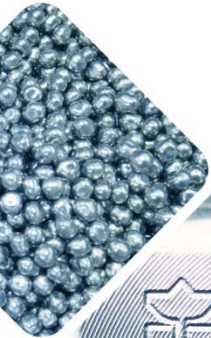




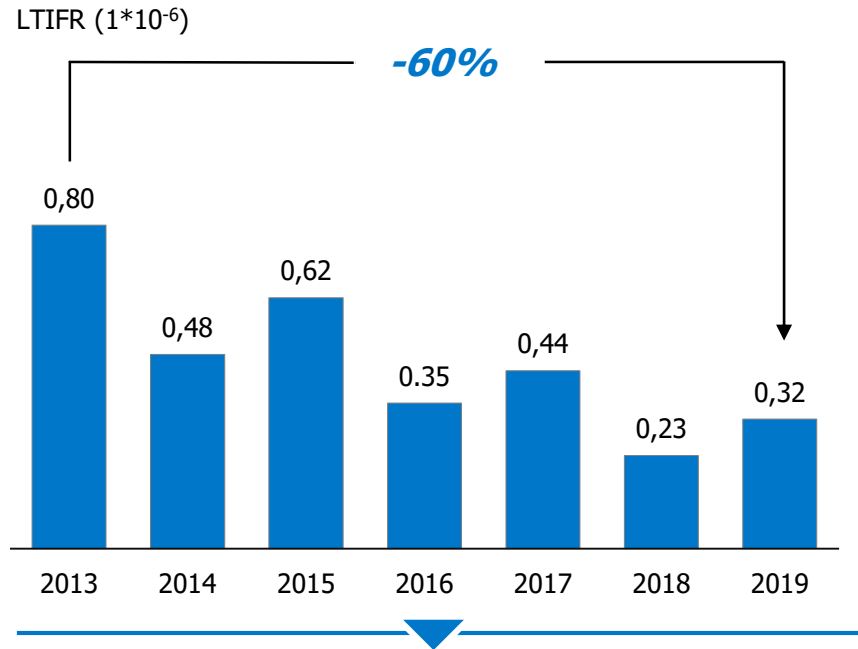
NORNICKEL



**Supplementary materials to
Annual General Shareholders Meeting**

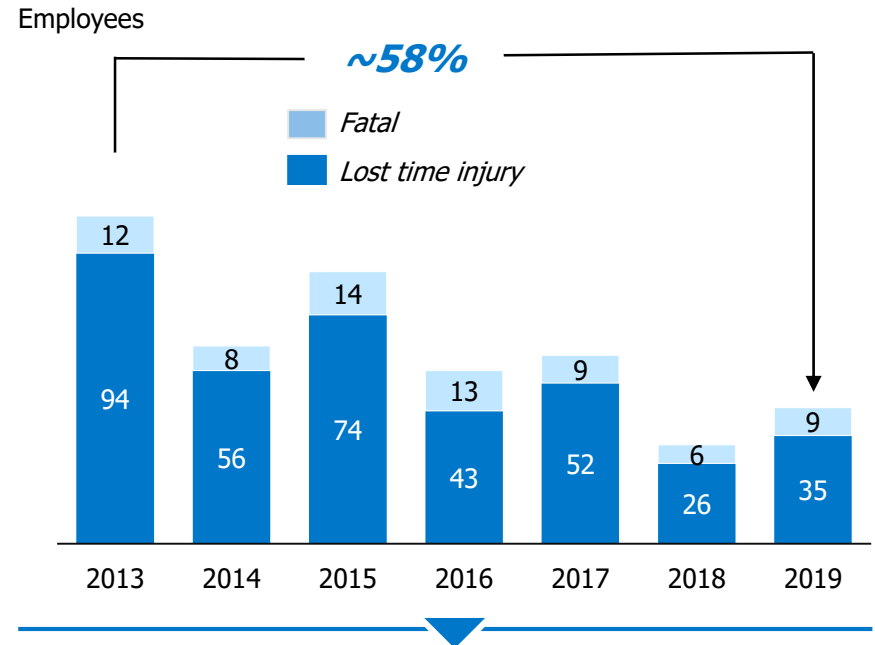
Health & Safety Update

LTIFR Reduced by 60% since 2013



- Company is committed to create a strong safety culture at all levels of the organization

Accident Statistics Improved by Almost 60% since 2013



- Regular internal audits of occupational safety and health management system (81 audits in 2019)
- 221 violations of cardinal safety rules were identified leading to dismissal of 159 employees (versus 105 in 2018)

Sulphur Programme 2.0: Staged Journey Towards Best Practice SO₂ Capturing

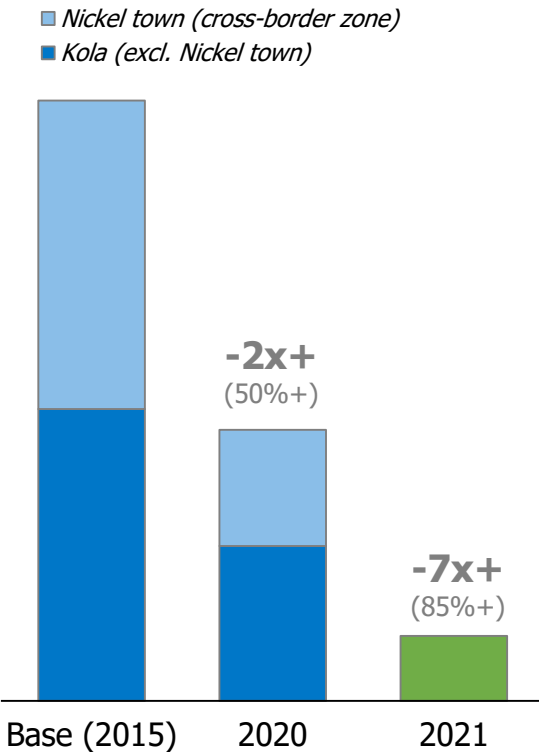
Advancing Programme at Kola:

Complete shutdown of nickel smelter located in the Russia-Norway border area and Copper line at Kola Refinery

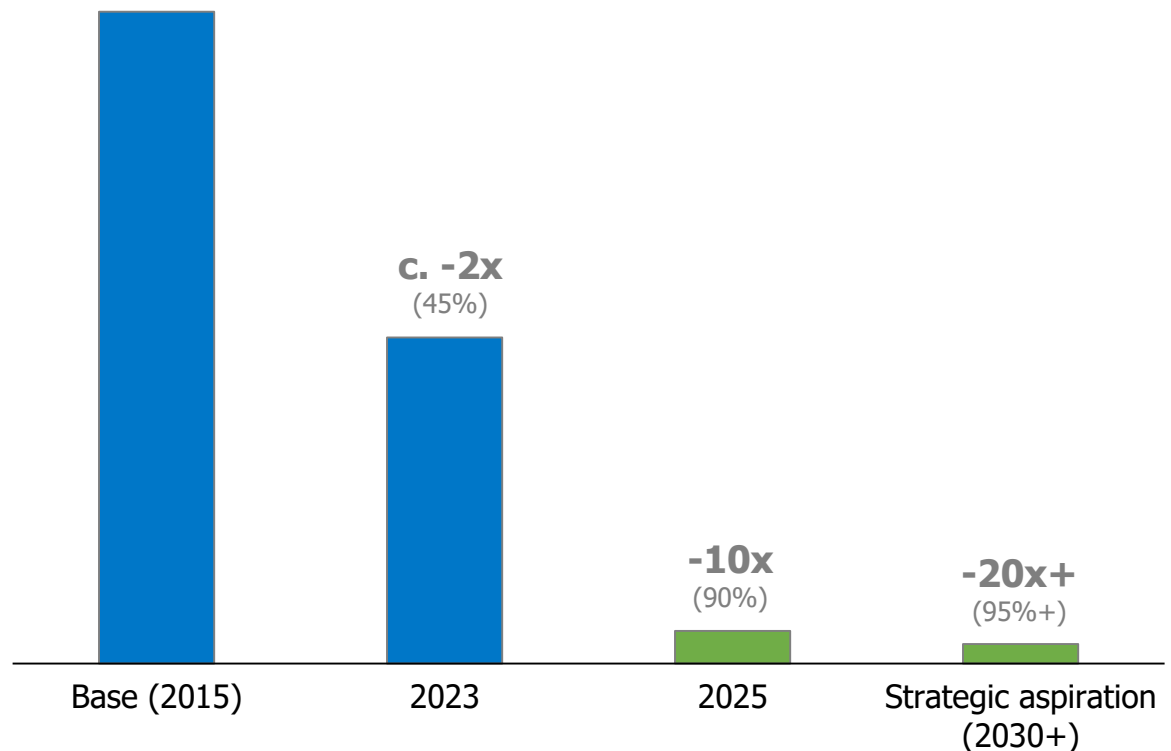
Comprehensive Environmental Solution at Polar Division:

Implementation of anchor sulphur utilization project at Nadezhda Smelter to be followed by redesigned project at Copper Plant with a new longer term ambition to achieve 20x reduction in SO₂ emissions

Kola Division SO₂ emissions

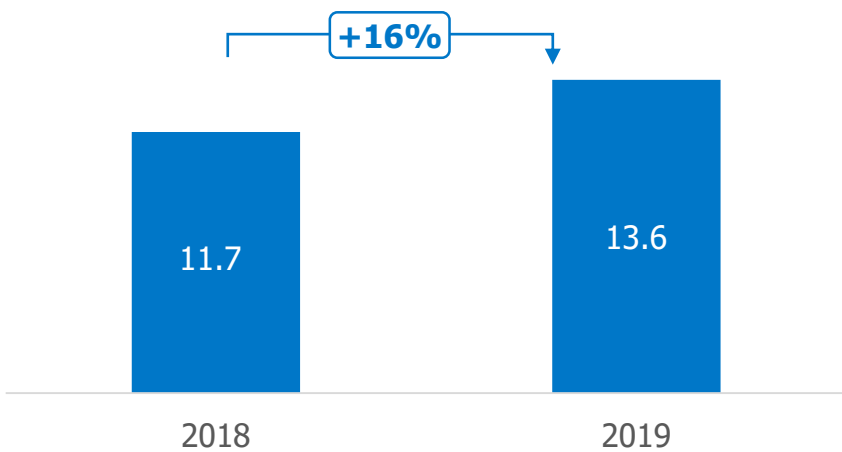


Polar Division SO₂ emissions

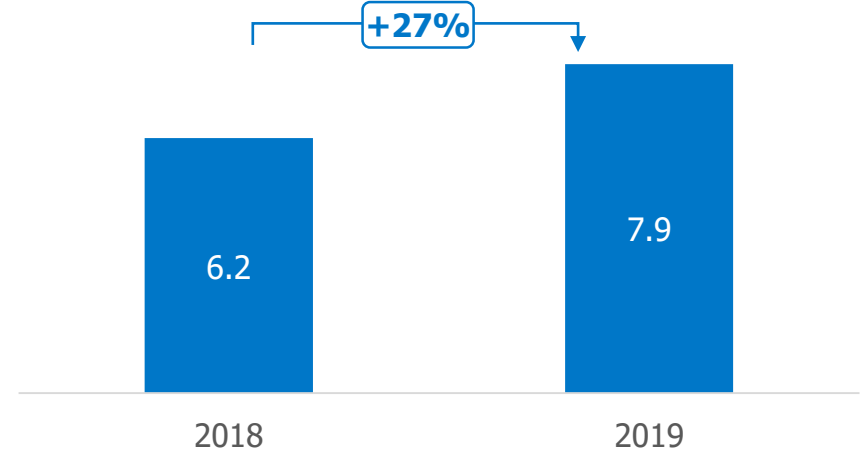


Sustainable financial results in 2019 (in USD bn)

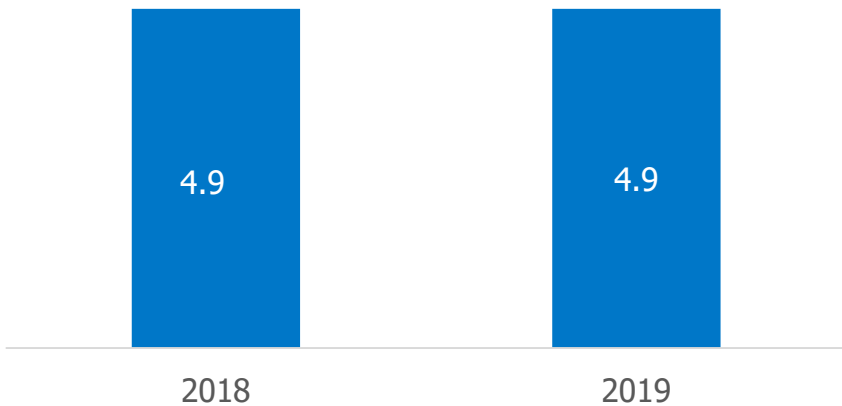
Revenue is up 16%



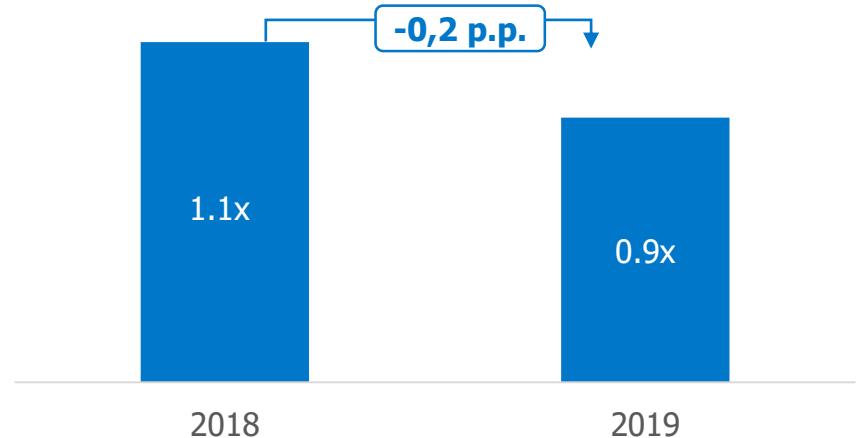
EBITDA is up 27%



Sustainably high free cash flow



Conservative leverage with net debt/EBITDA < 1 x



2013-2019: Delivery on Strategy

ESG

- ✓ Material progress in environmental programme: shutdown of Nickel Plant resulting in 30-35% emissions reduction within Norilsk residential area
- ✓ Continuous improvement on Health & Safety metrics and independent ESG assessments

Operational and financial performance

- ✓ Delivery on Efficiency improvement programme targets: productivity growth by 15%
- ✓ Maintaining industry leading EBITDA margin and conservative balance sheet through the cycle

Delivery of major projects

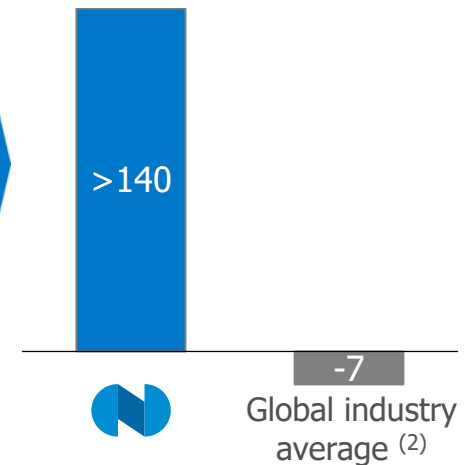
- ✓ Downstream reconfiguration: upgrade of Nadezhda Smelter (2016), Talnakh Concentrator (2017), Kola Refinery (2019)
- ✓ Commissioning of Bystrinsky project (2018-2019)

Launch of new growth cycle

- ✓ South Cluster development: FID is made
- ✓ Talnakh Concentrator (Phase 3): FID is made

✓ Industry leading Shareholder Returns

TSR ⁽¹⁾, 2013–2019, %

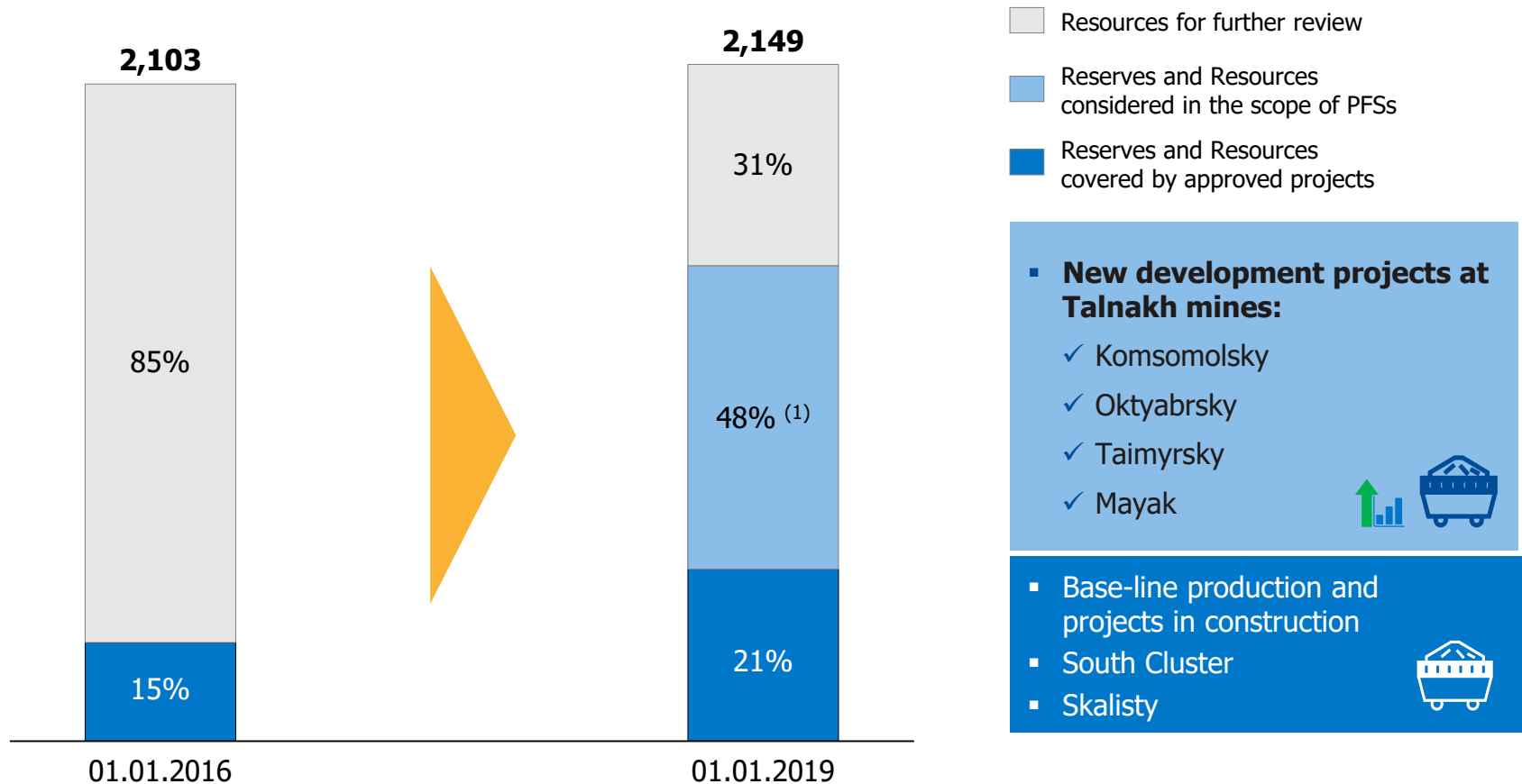


Note: 1. Total shareholder returns; 2. Global MSCI Metals & Mining index (incl. dividends)

Converting Unique Resource Base into Development Projects

Reserves and Resources, Polar Division + South Cluster

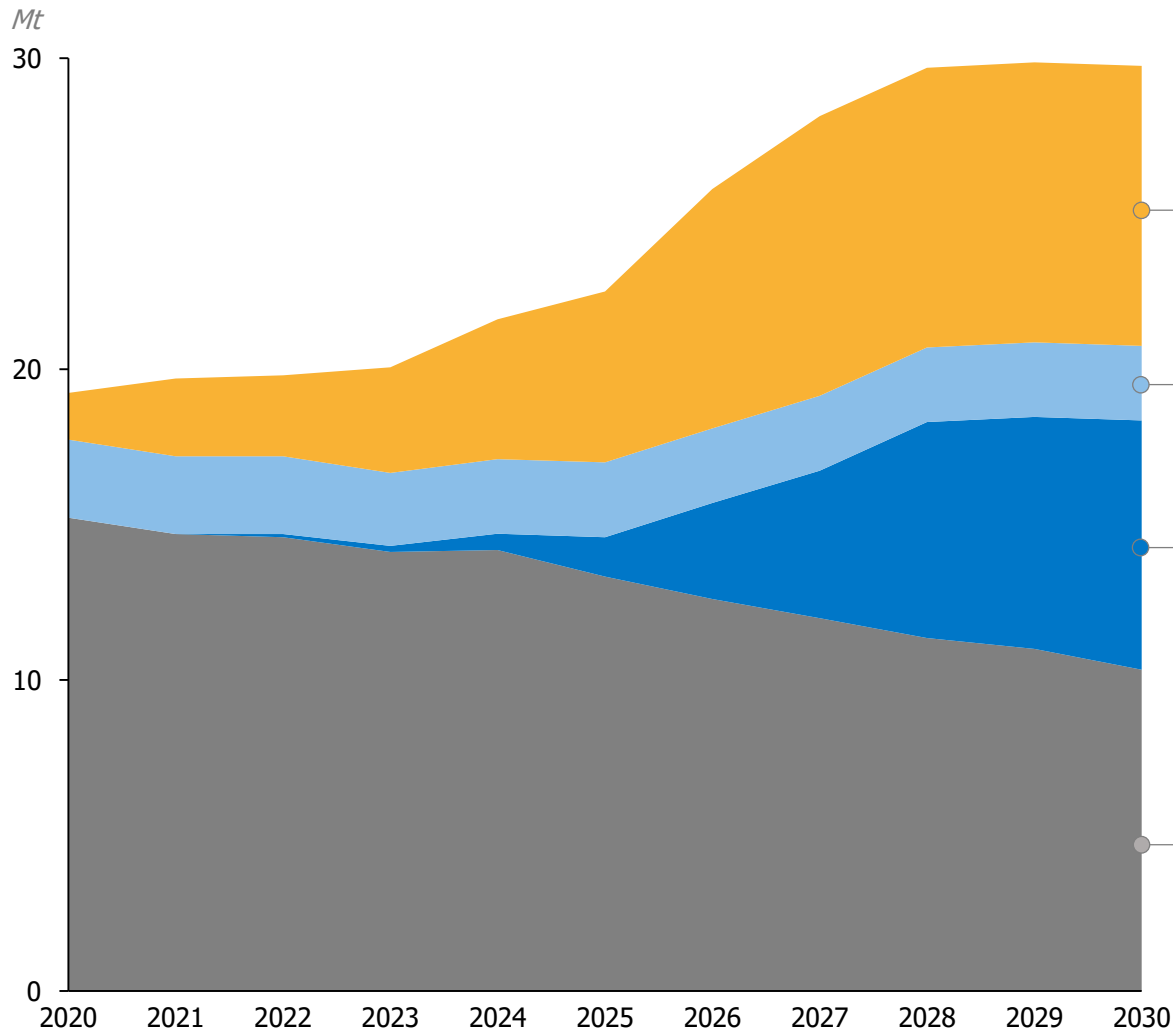
Mt



Note: 1. Includes all mineral resources, considered in the scope of pre-feasibility studies

Charging Up Mining Growth at Polar Division

Norilsk Industrial District: Ore Mining Profile



Key Upstream Growth Projects

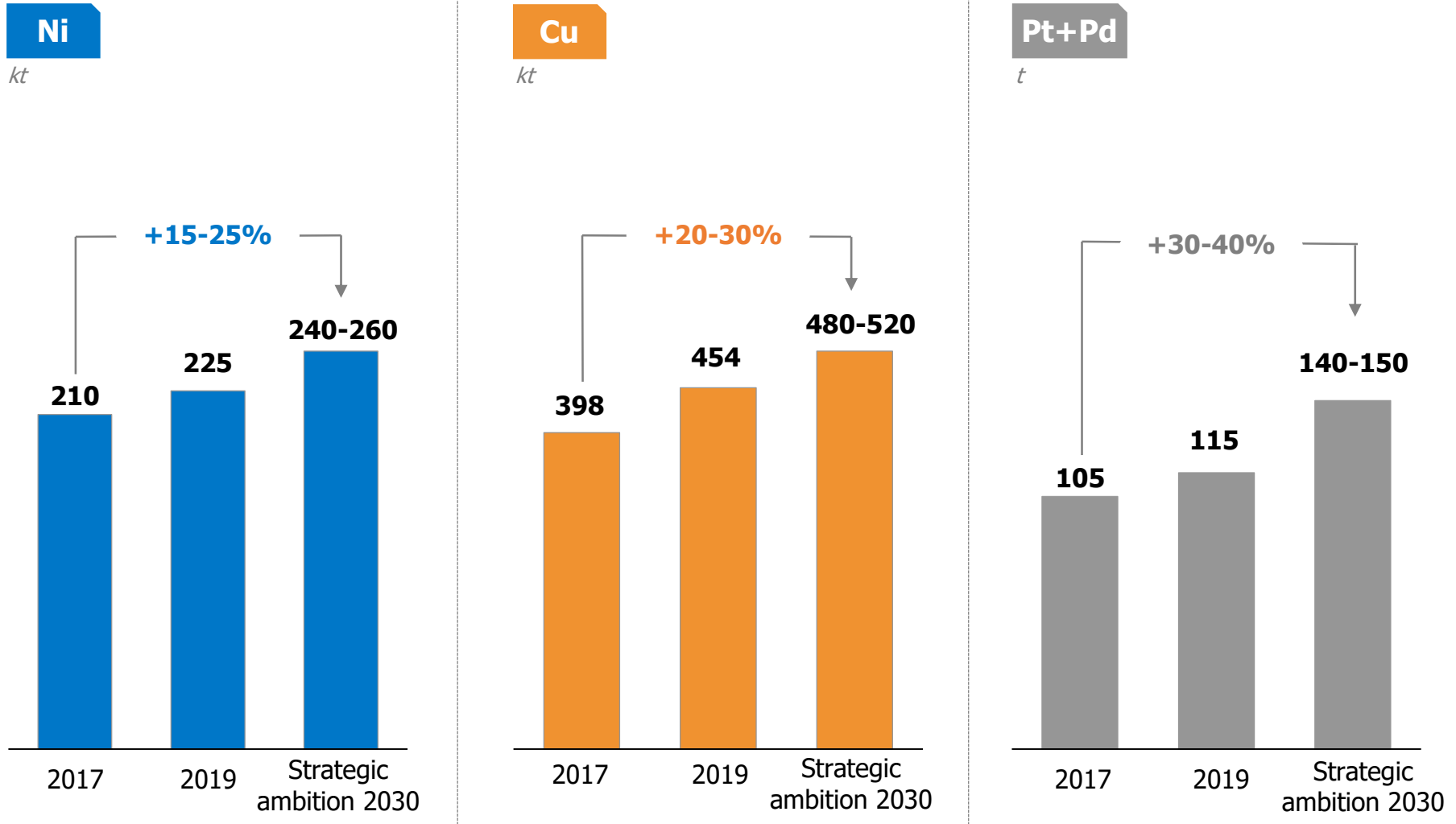
- ✓ "South Cluster" Project
- ✓ Skalisty Mine Development
- ✓ New Development Projects at Talnakh Mines
 - Oktyabrsky
 - Komsomolsky
 - Taimyrsky
 - Mayak
- ✓ Base-line production and projects in execution

Downstream and Infrastructure

- Kola Nickel refinery upgrade
- Kola concentrate loading unit
- Infrastructure upgrade
- 3rd Stage of Talnakh Concentrator upgrade

Source: Company data

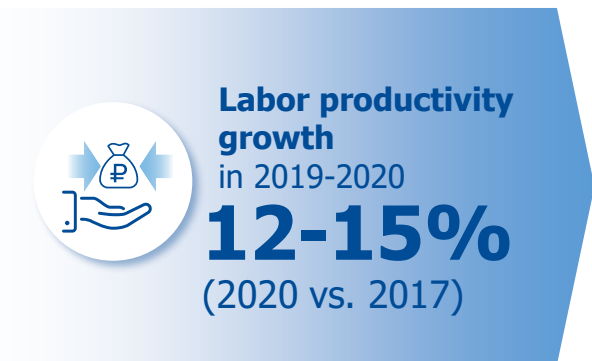
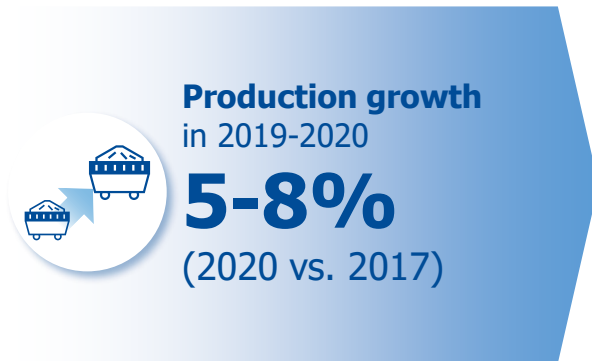
Strategic Ambitions for 2030+ Metal Production (1)



Note: 1. Metals produced from own feedstock (including metals in saleable semi-products), excluding production of Bystrinsky project and Nkomati

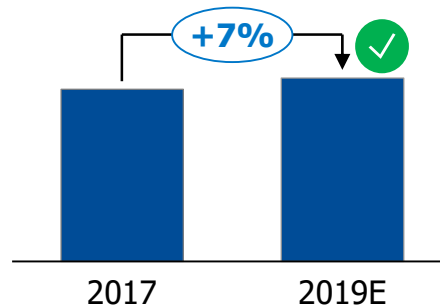
Efficiency Programme Delivery: Strong Momentum To Continue into 2020

Targets Announced in 2018

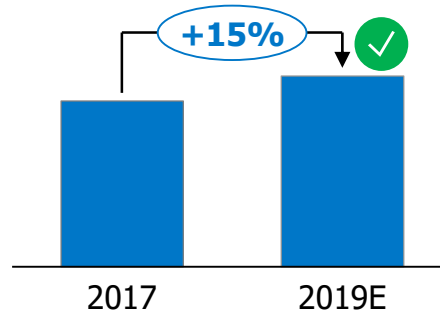


Delivery in 2019

NiEq production ⁽¹⁾



NiEq production per employee ⁽¹⁾



Selected Initiatives

- ✓ Roll-out of advanced mine planning, including simulation modeling
- ✓ Improving equipment utilization rates
- ✓ Full-scale roll-out of digital control centers

- ✓ Nearly half of productivity gains is driven by debottlenecking of existing assets across the value chain
- ✓ Roll-out of shared services to all business units
- ✓ Centralization of support functions
- ✓ "Continuous improvement" programme in action with 10 000+ initiatives under review

2020 Target: Keep the momentum and continue with roll-out of efficiency initiatives

Note: 1. Not including Bystrinsky project

Sales & Marketing Strategy

Strategic principles



Fully captive global sales & marketing network



Sales of 100% of metals produced within the financial year



Prioritization of direct long-term relationships with industrial consumers



Diversification of sales of strategic metals such as nickel and palladium by region and industry



Creation of economic value added for the Group

Objectives



Diversification of nickel sales into non-stainless applications (alloys, plating, batteries, etc.)



Strong alliance with the evolving battery sector through nickel product mix and strategic liaison



Improvement of nickel product range to better fit the changing demand structure



Maintenance of stable palladium supply to anchor clients via the Global Palladium Fund



Digitalization of selected sales contracts

Nornickel – Critical Facilitator of the Global Low-Carbon Future

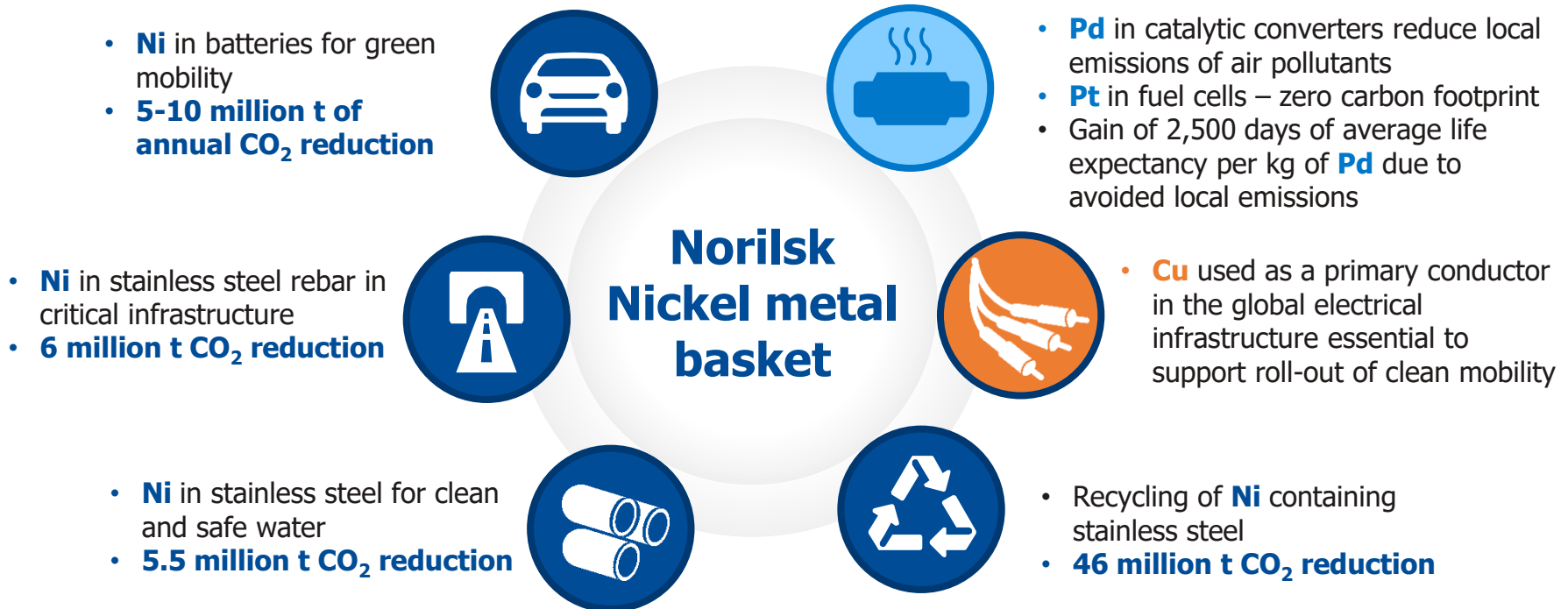
Supplying the materials critical for the development of a low-carbon economy

50-100 Mt of CO₂ emissions

Potential savings per EV lifecycle
enabled by nickel produced in 2030 ⁽³⁾

170-270 Mt of air pollutants ⁽¹⁾

Potential savings per autocatalyst lifecycle
by PGMs produced in 2030 ⁽²⁾



● - Ni ● - PGM ● - Cu

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

Notes: 1. CO, Hydrocarbons and NO_x; 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