



Moscow, July 27, 2020 — Nornickel, the world's largest producer of palladium and high-grade nickel and a major producer of platinum and copper, announces today changes in organizational structure and new senior management appointments and promotions. These changes aiming at strengthening of the management team should support Nornickel's strategic drive to improve the sustainability and efficiency of operations.

A new management Risk Committee to be created, which is to be chaired by the Company's President, that should help improving the efficiency of risk management. This will mark the completion of a vertical risk management structure fully penetrating the Company from the level of blue-collar workers to its President.

In line with the best industry practice, a new Environmental Department has been created independent from Operations, to monitor technical, production and environmental risks, which will focus, in particular, on the mitigation of environmental impact risks, improvement of industrial safety and development of an environmental monitoring system. The Environmental Department will liaise with the Company's operating units and will be responsible for developing a set of policies targeting a reduction of the environmental footprint and restoration of ecosystems in the regions of Nornickel's operations.

Andrey Bougrov, which has been already appointed Senior Vice President, Sustainable Development, will focus on stakeholder relations on the matters of sustainable development and will support the Board of Directors' Environmental Working Group.

Larisa Zerkova has returned to Nornickel as Senior Vice President, HR, Social Policy and Public Relations.

Alexey Zakharov, former Vice President, Financial Markets, has been appointed Vice President, Innovations.

The Company is also proud to announce four new internal promotions to Vice Presidents, all of which aim at strengthening of the senior management team in priority areas:

- Darya Kryachkova, former Head of HR Department, has been appointed Vice President, HR;
- Anton Berlin, former Head of Strategic Marketing, appointed Vice President, Sales and Distribution, will focus on improvement of customer relations and sales;
- Andrey Grachev, former Head of the Federal and Regional Programmes Department, appointed Vice President, Federal and Regional Programmes, will focus on the development of cooperation with federal and regional authorities;
- Dmitry Kushnarev, former Head of the Economic Department, appointed Vice President, Economy, will develop uniformed economic standards and integrated planning.

Alexey Bashkirov steps down from Senior Vice President, Commerce, Business Development, Investor and Public Relations, to work on investment projects of Interros Group.

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ABOUT THE COMPANY

MMC Norilsk Nickel is a diversified mining and metallurgical company, the world's largest producer of palladium and high-grade nickel and a major producer of platinum and copper. The company also produces cobalt, rhodium, silver, gold, iridium, ruthenium, selenium, tellurium, sulphur and other products.

The production units of Norilsk Nickel Group are located at the Norilsk Industrial District, on the Kola Peninsula and Zabaykalsky Krai in Russia as well as in Finland and South Africa.

MMC Norilsk Nickel shares are listed on the Moscow and on the Saint-Petersburg Stock Exchanges, ADRs are traded over the counter in the US and on the London, Berlin and Frankfurt Stock Exchanges.

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