

IMPLEMENTING THE ENVIRONMENTALLY FRIENDLY GROWTH STRATEGY

SULPHUR PROJECT 2.0


2021

Kola Division

The programme is completed.

SO₂ emissions (kt)

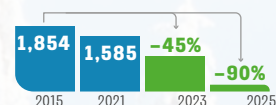


-90%
reduction achieved

Norilsk Division

The programme has entered the active construction phase.

SO₂ emissions (kt)



-90% reduction targeted by 2025



For more details, see p. 24

PRODUCTION GROWTH AND COMPREHENSIVE INFRASTRUCTURE UPGRADES


2021

Investment decisions were made to develop long-term production configuration

Key strategic projects are on track

A new area for strategic consideration: vertical integration into the battery materials production chain

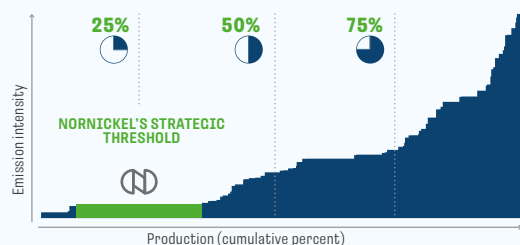


For more details, see p. 26

CLIMATE ACTION

2030 ambition: to remain a global industry leader positioned in the bottom quartile of the GHG intensity curve

Emission intensity curve for nickel (t of CO₂ equivalent / t of Ni equivalent)



Strategic ambitions for metal production²

Ni

Growth (kt)
+25%–35%


Cu

Growth (kt)
+25%–35%


Pt Pd

Growth (t)
+50%–60%



¹ Norilsk Industrial District.

² Metals produced from our own feedstock (including metals in semi-products for sale), excluding production at the Bystrinsky project and Nkomati.



MORE GREEN METALS...

NORNICKEL IMPLEMENTS THE ENVIRONMENTALLY FRIENDLY GROWTH STRATEGY THAT NOT ONLY LAYS OUT LONG-TERM METAL PRODUCTION AND CAPITAL INVESTMENT TARGETS BUT ALSO SETS OUT CONCRETE ACTION PLANS TO REDUCE THE COMPANY'S ENVIRONMENTAL FOOTPRINT IN ITS REGIONS OF OPERATION.



...FOR A GREENER FUTURE

EXPANDED INVESTMENT CYCLE



The long-term investment programme was updated

Capital project scopes were adjusted

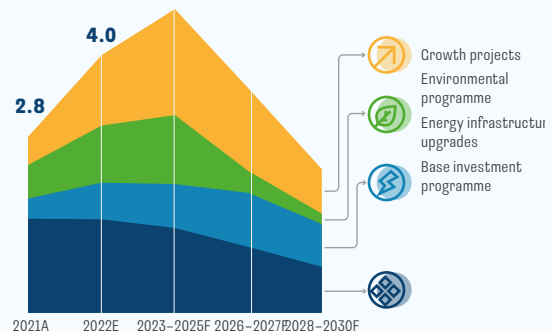
Systematic efforts were continued to build capital construction capabilities



For more details, see p. 30

STRATEGIC AMBITIONS INVESTMENT PROGRAMME

CAPEX (USD bn)



For more details, see p. 31

