

Expanded investment cycle

CAPEX

(USD BN)



GROWTH PROJECTS



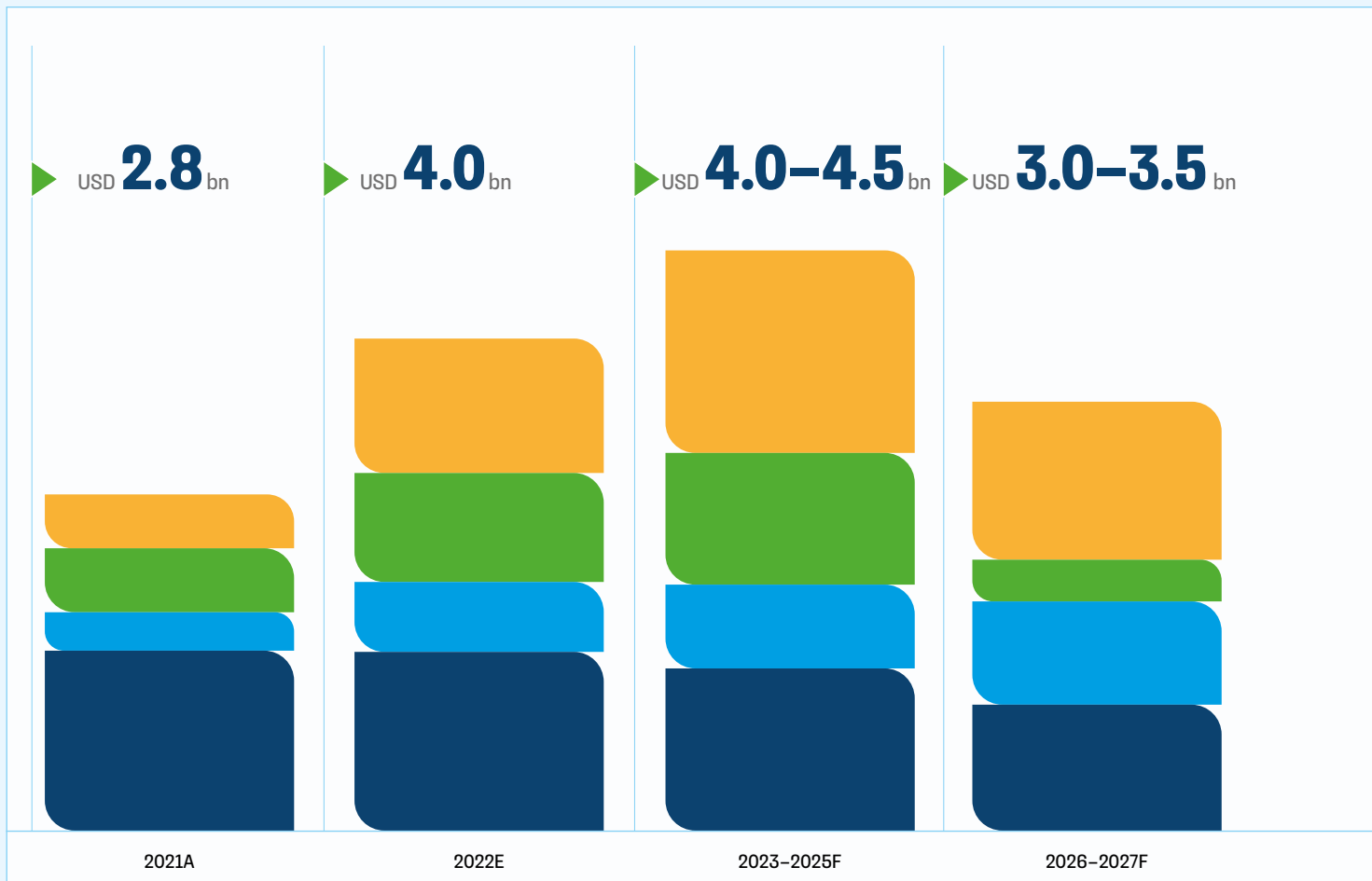
ENERGY INFRASTRUCTURE UPGRADES



ENVIRONMENTAL PROGRAMME



BASE INVESTMENT PROGRAMME



CONSTRUCTION COST INFLATION
FOR ONGOING INVESTMENT
PROJECTS

ACCELERATION AND EXPANSION
OF INFRASTRUCTURE UPGRADES:
ENERGY AND LOGISTICS

DEVELOPING CAPABILITIES TO DELIVER THE LONG-TERM CAPITAL CONSTRUCTION INVESTMENT PROGRAMME

~USD **2.5** bn



2028–2030F

COMPREHENSIVE UPGRADES
OF PRODUCTION ASSETS,
ENVIRONMENTAL PROGRAMME
EXPANSION

CONTRACTORS

- Doubling of the number of contractors in Norilsk
- 2020–2021: mobilisation started by several major construction companies
- Independent construction supervision services rolled out at several key projects

INFRASTRUCTURE

- Logistics debottlenecking programme under way, targeting a 1.5x throughput increase
- 300+ pieces of new construction equipment to be purchased in 2022
- 2022–2023: expansion of contractor housing facilities / accommodation in rotation camps to over 11,000 beds (+3,000 beds)

INTERNAL CAPABILITIES

- Development of in-house design resources (Cipronickel Institute: more than 1,000 experts in engineering and design)
- Improvement of project design and management tools (3D/BIM, value/cost engineering)
- Establishment of a dedicated organisation, NN Development (responsible for implementing major growth projects)
- Headcount of PMOs and support and control functions to exceed 2,900 employees in 2022–2023 (vs 1,235 in 2019)

