

# BUSINESS MODEL

## RESOURCES

### MINERAL RESOURCE BASE

**1,293 mln t**

Proven and probable reserves

**1,824 mln t**

Measured and indicated resources

**>75 years** of resources at the current production rate

### WORKFORCE



**~73.6 thousand employees**

### MINING AND METALLURGICAL ASSETS

**9**

mines

**4**

concentrators

**3**

metallurgical plants

### AUXILIARY ASSETS

- **Transport enterprises**
- **Energy enterprises**
- **Global sales network**
- **R&D:** Cipronickel Institute

## MINING

### NORILSK DIVISION:

produced

**17.5 mln t of ore**

Ni	Cu	PGMs
1.20%	2.09%	6.69 g/t

### KOLA DIVISION:

produced

**7.2 mln t of ore**

Ni	Cu	PGMs
0.57%	0.25%	0.29 g/t

### TRANS-BAIKAL DIVISION:

produced

**16.6 mln t of ore**

Cu
0.50%

### NATURAL GAS, GAS CONDENSATE:

produced

**2,927 Mcm**

of natural gas

**102 kt**

of gas condensate

## Core products

**Precious metals:** platinum, palladium, rhodium, iridium, ruthenium, gold, gold gravity concentrate, silver

**Copper:** cathodes, cake, intermediates

**Nickel:** cathodes, carbonyl powder, briquettes, salts, pellets, nickel hydroxycarbonate, nickel sulphate crystals, solutions, intermediates

**Other:** cobalt cathodes, cobalt sulphate, cobalt concentrate, tellurium ingots, commercial selenium, commercial sulphur, sodium sulphate, sulphuric acid, iron ore concentrate

**193 kt**

The Company mines copper-nickel sulphide ores on the Taimyr and Kola Peninsulas and gold-iron-copper ores in the Zabaykalsky Region.

## VALUE CREATED FOR STAKEHOLDERS

### SHAREHOLDERS

**11%** dividend yield in 2021

### EMPLOYEES

**USD 161 mln** Spending on social programmes for employees

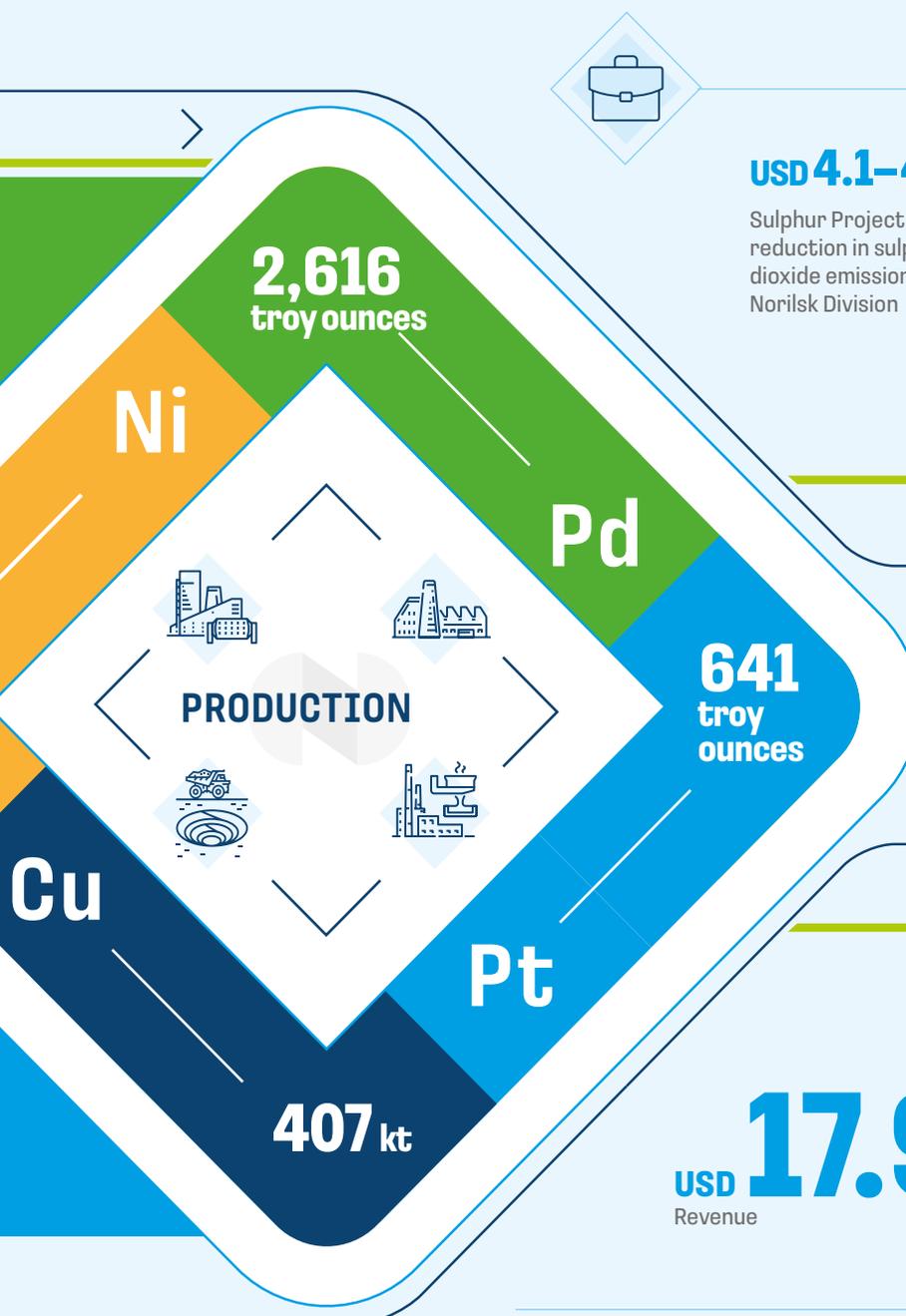
**USD 1,970** Average monthly pay

**USD 14 mln** Spending on pension plans

**0.38** LTIFR

### SUPPLIERS

**95%** share of Russian companies in supplies to Nor Nickel



**USD 4.1–4.3 bn**

Sulphur Project 2.0 – reduction in sulphur dioxide emissions from the Norilsk Division

**>USD 8 bn**

Energy infrastructure upgrades

**RUB 1.4 bn**

to upgrade refining capacity

**LONG-TERM INVESTMENT**

**NORNICKEL** is a global leader in the production of metals essential for clean transport and the development of a low-carbon economy. Nornickel is focused on the exploration, mining and processing of minerals, as well as the production and sale of non-ferrous and precious metals.

**FINANCIAL PERFORMANCE**

**USD 17.9 bn**  
Revenue

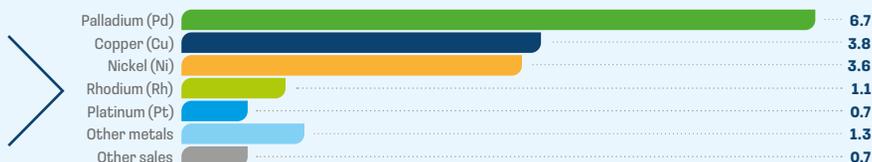
**USD 10.5 bn**  
EBITDA

**59%**  
EBITDA margin

**USD 7.0 bn**  
Net profit

**0.5x**  
Net debt/EBITDA

**Revenue from sales of metals (USD bn)**



**ENVIRONMENT**

**10.3 mln t**  
CHC emissions (Scope 1+2)

**3.1 mln t**  
CHC emissions (Scope 3)

**99%**  
of the Company's industrial waste is non-hazardous

**47%**  
of electricity generated from renewable sources

**85%**  
share of reused and recycled water

**CONSUMERS**

The Company's products are supplied to **37 countries worldwide**

**GOVERNMENT**

Tax and non-tax payments:

**RUB 82.0 bn**  
Federal

**RUB 177.6 bn**  
Regional