

CORPORATE MISSION AND STRATEGIC OBJECTIVES

CORPORATE MISSION

Norilsk Nickel aims to strengthen its leadership position in the global mining and metals industry and its role of a reliable producer and supplier of base and precious metals through:

- effective use of unique mineral resources and stability of operating costs;
- growth in prospecting, exploration and development of world class mineral deposits; and
- sustainable development in the regions where the Group operates.

STRATEGIC OBJECTIVES

Effective use of unique mineral resources and stability of operating costs:

- effective use of the mineral resources and improved capacity utilization of the Group's mining and processing facilities;
- modernization of production facilities in ore beneficiation and metallurgy in order to ensure the most effective processing of mined ore and better metals recovery;
- sustaining the stable level of costs based on strong skills of continuous improvement in operations, development and implementation of effective technical solutions;
- strengthening independence in terms of secure supply of low-cost services and resources, including energy supply, transportation and logistics services; and
- further improvements in corporate governance through restructuring of assets and optimization of management processes.

Growth in prospecting, exploration and development of world-class mineral deposits:

- active participation in prospecting, geological investigation and exploration of new promising world-class mineral deposits both in Russia and abroad; and
- implementation of best practice in prospecting, mining and production of base and precious metals.

Support of sustainable development in the regions where Norilsk Nickel operates:

- personnel development, creating proper environment for professional growth of highly skilled professionals, ensuring safe labor environment, competitive staff remuneration and social benefits in accordance with scope and quality of their work;
- compliance with both Russian and international environmental standards, implementation of technologies allowing to comply with the limitations imposed on pollutant emissions, implementation of social-

ly advantageous environmental protection projects on the regional, national and international level; and

- implementation of projects in social and economic development of communities in cooperation with the regional and municipal authorities.