

Strategic vision

GRI 2-23, 2-24

Our mission

Supply the world with non-ferrous metals, efficiently and safely using natural resources and equity to realise people's aspirations for development and technological progress.

Our values

People is our Company's key value. Over the eight decades of working in the Far North, Nornickel has developed unique infrastructure and professional competencies that enable the Company to leverage its mineral resources as efficiently as possible and to maintain the impeccable quality of products. Our employees rely on values that the Company has cherished over the years of its operations.



Reliability

The ability to face any challenges while keeping the business successful and prosperous



Responsibility

The willingness to deliver on commitments, take decisions and assume the responsibility for their outcomes



Efficiency

The ability to achieve results with a minimum expenditure of time and effort



Development

The rational expansion and modernisation of production assets, implementation of the leading-edge technologies and improvement of employees' professional skills



Professional excellence

The ability to achieve results in any conditions or environment



Teamwork

The Company's employees are ready, willing and able to achieve goals by joining their efforts

Strategy of sustainable growth

GRI 2-6

A low-carbon pathway of the global economy and actions to curb rising average temperatures present unique opportunities for Nornickel to become a leading producer of green metals essential for the energy transition. In the long run, our rapid growth will be driven by increasing demand for our key products needed to improve energy efficiency of transportation and develop renewable energy.

We are aware that sustainable development is impossible without a holistic approach to managing natural resources that would respect the interests of all stakeholders. In particular, our customers set the bar high for our products as regards their compliance with the sustainability principles. Our success also depends on how effectively we cooperate with our shareholders, NGOs, local communities and other stakeholders. Thus, the ESG agenda is set to become the main driver and the cornerstone of Nornickel's strategic initiatives and investment projects.

Our approved strategic priorities through 2030 include a dramatic environmental uplift in the regions of operation, capacity upgrade,

construction of new capacities to build up production of key metals, and maintaining financial strength.

As regards the resource base, our strategy envisages stripping of new deposits within the existing license blocks, comprehensive development of deposits to mine all types of ores, large-scale upgrade of production capacities, and maximum utilisation and expansion of production capacity at existing mines, including output ramp-up as a result of the South Cluster development. This will help us considerably increase the output saleable products by 2030 and meet the growing demand.¹

Strategic plans to increase ore mining and metals production by 2030

Ore mining in the NID (mtpa)



Metals production (mtpa of Ni equivalent)



To reduce our environmental footprint, we carry on with our Sulphur Programme. After we finished its stage on the Kola Peninsula in 2021, sulphur dioxide emissions went down 90% in 2022 compared to the 2015 baseline. In 2023, the Company plans to complete the first stage at Nadezhda Metallurgical Plant in the Norilsk Industrial District, which will reduce emissions in the Polar Division by 45% vs 2015.



¹ For more details on our strategic projects to increase and upgrade production, please see our [Annual Report 2022](#).