

**FOCUS ON SAFETY AND ENVIRONMENT**



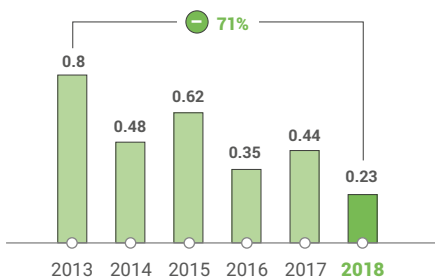
# Strategic objective: development of occupational safety culture and zero tolerance policy towards workplace fatalities

LTIFR for 2013–2018 to be reduced by

**71%**

**SAFETY**

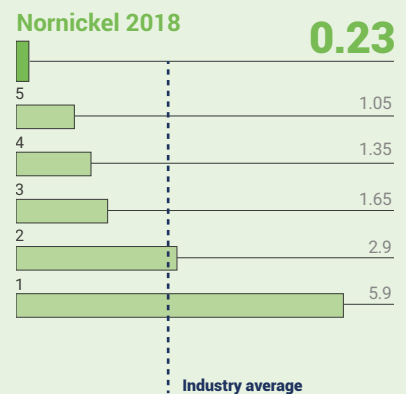
Record low LTIFR ( $1 \times 10^{-6}$ )



Reduced number of accidents (employees)



LTIFR (per 1 mln hours)



Source: Company data, Renaissance Capital Research

**LTIFR** remains below for the global mining industry average

- The Company reiterates its commitment to developing a strict safety culture in all its business units
- The management sees occupational health and safety as a key strategic priority and remains focused on achieving a zero workplace fatality rate
- Improvements in this area were driven by the implementation of risk mitigation standards, safety communication for employees and dedicated risk mitigation programmes

- In 2018, the number of registered fatalities and lost-time injuries decreased by 47% y-o-y
- In 2018, saw 45 internal audits of the Company's occupational health and safety management system
- 105 employees were fired for the violation of cardinal safety rules (vs 149 in 2017)

□□ The environmental national project is one of the focus areas for Nornickel. It is crucial for the Company to tackle environmental threats to successfully promote its products, improve image and encourage corporate responsibility for the quality of life in the regions of Nornickel's operations. For me, solving legacy environmental issues is of great moral and psychological significance.

**Vladimir POTANIN**  
 President of Nornickel

# Strategic objective: set-up of state-of-the-art green production facilities



**Nickel Plant shut down,** with the SO<sub>2</sub> emissions in the Norilsk residential area cut by 30–35%

**Sulphur Project**



## Primary Targets

### 📍 Polar Division (Taimyr Peninsula)

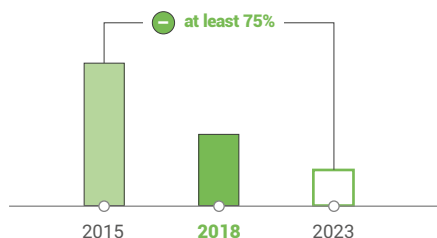
#### Copper Plant

- Reconstruct copper production chain, including the shutdown of conversion operations
- Expand and upgrade the existing sulphur production shop

#### Nadezhda Metallurgical Plant

- Launch a new continuous copper matte converting facility
- Implement a comprehensive SO<sub>2</sub> capture solution including production of sulphuric acid and its subsequent neutralisation with natural limestone

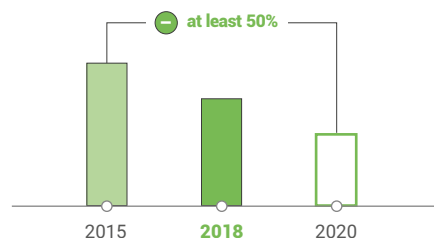
Reduction of SO<sub>2</sub> emissions at Polar Division (%)



### 📍 Kola MMC (Kola Peninsula)

Optimise the smelting capacity utilisation rates at the Metallurgical Shop (the settlement of Nickel) by separating the concentrate produced at Kola MMC

Reduction of SO<sub>2</sub> emissions at Kola MMC (%)



### 📍 GRK Bystrinskoye (Zabaykalsky Krai)

- Rolled out ongoing monitoring of the environmental and radiation conditions
- Built a modern industrial waste landfill completed with seepage water collection and treatment systems
- Equipped flue gas emission areas with cutting-edge gas purification systems



**100%** compliant with the Rospirodnadzor requirements