



Russian Miner: Global Player

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2007 Basic Materials Conference

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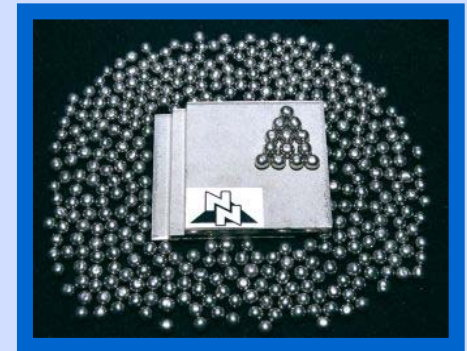
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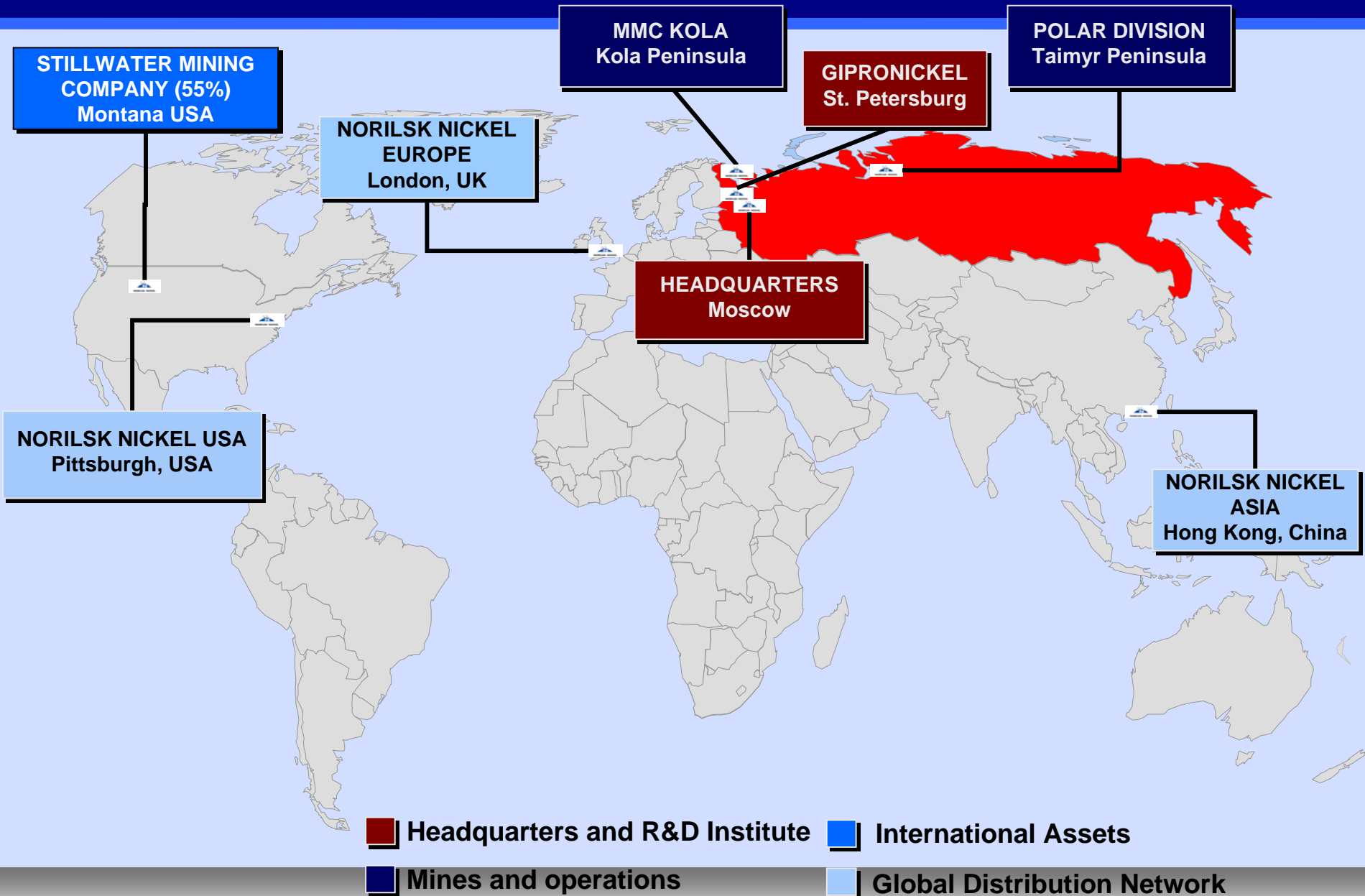
MMC Norilsk Nickel Today



- **Leading Russian mining and metals company with global sales network**
- **Lowest cost producer of refined nickel with largest amount of nickel in attributable reserves and resources**
- **Proven history of value creation and returns to shareholders**
- **Highest combined credit rating amongst Russian private companies**
- **Recognized leader in corporate governance and transparency amongst Russian companies**



Global Presence

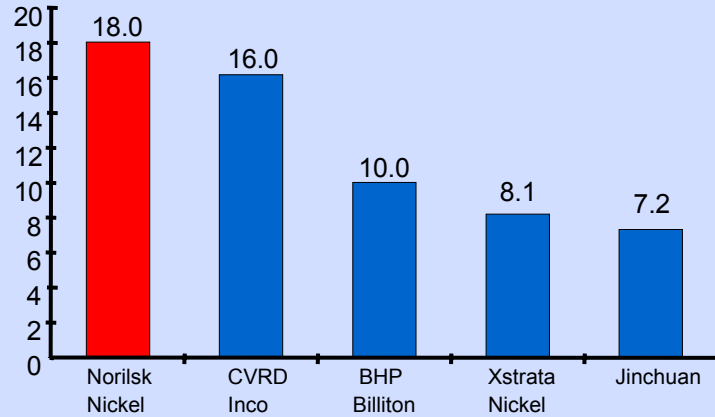


Leading Producer of Base and Precious Metals



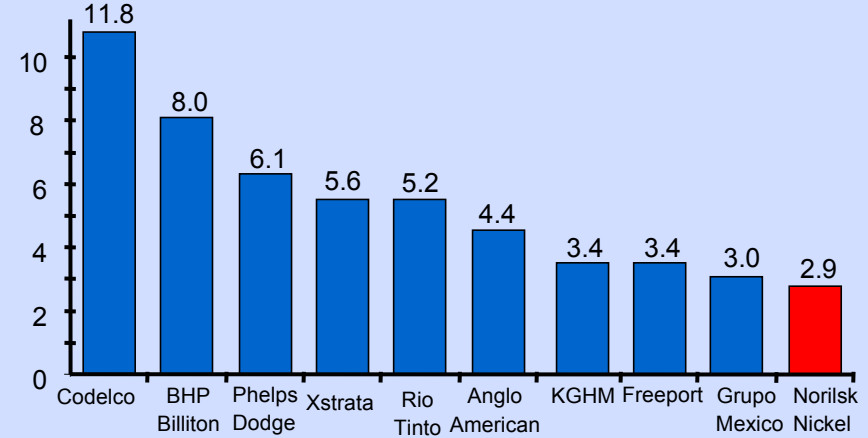
Largest Nickel Producers

(% share of 2006 world mined production)



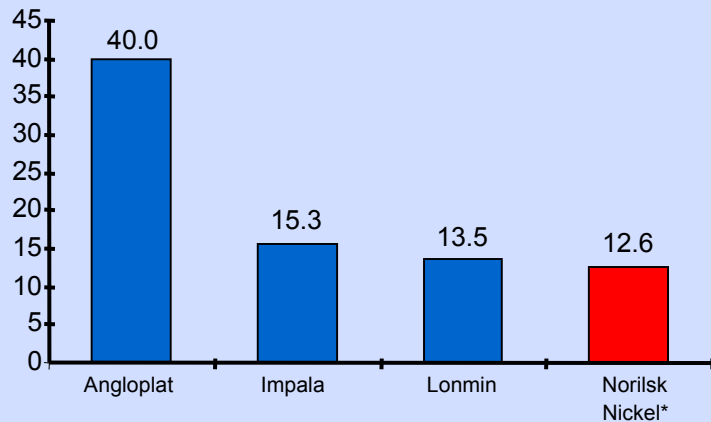
Largest Copper Producers

(% share of 2006 world mined production)



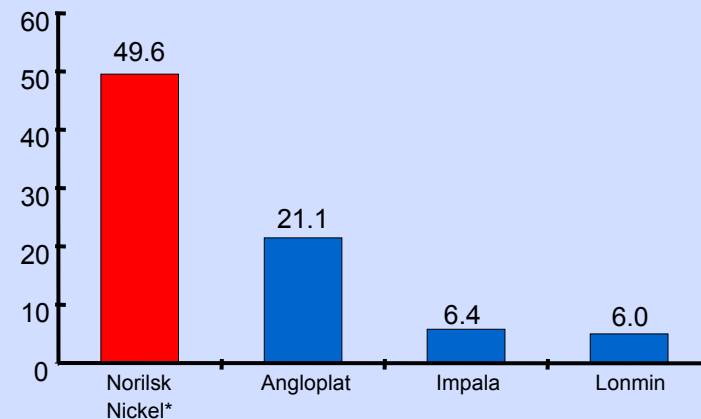
Largest Platinum Producers

(% share of 2006 world mined production)



Largest Palladium Producers

(% share of 2006 world mined production)

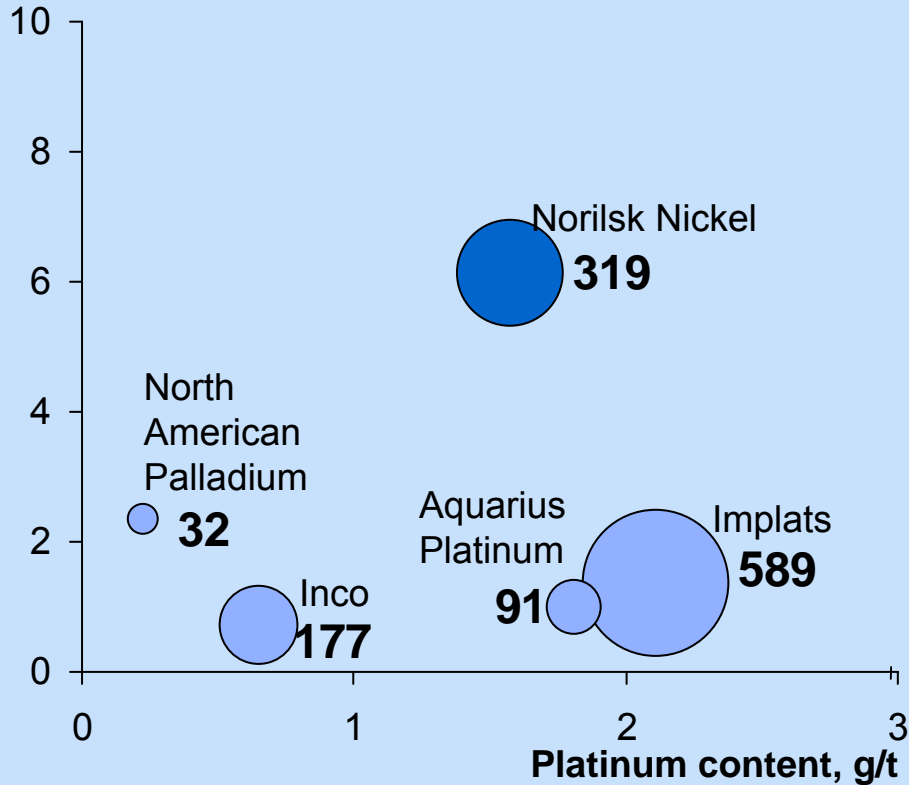


Norilsk Nickel Reserves vs Competitors'



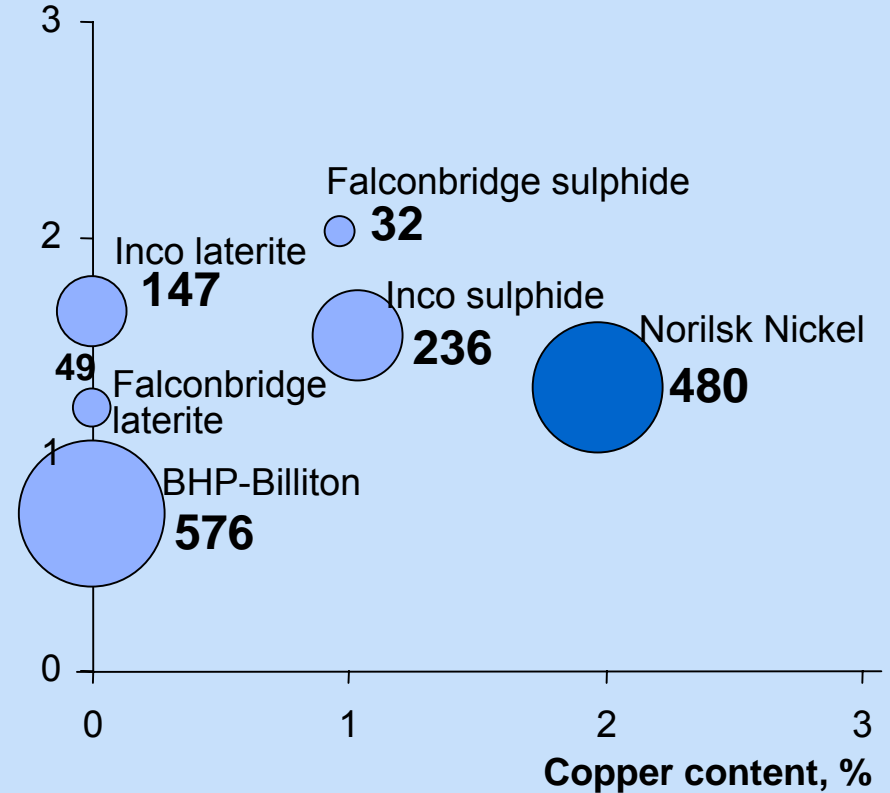
Proved and probable ore reserves at PGM operations*
Million mt ore

Palladium content, g/t



Proved and probable ore reserves at Nickel operations**
Million mt ore

Nickel content, %



* As per December 31, 2004, except for Implats and Aquarius data as per June 30, 2005 and Lonmin data as per September 30, 2004. Implats total includes ruthenium. Implats palladium and Aquarius Platinum palladium and platinum grades are estimates based on disclosed PGE grades and metal splits. NN: Ore Reserves of its Taimyr (Polar) Division, Inco: Ore Reserves of Ontario operations

** As per December 31, 2004, except for BHP-Billiton data reported as of 30 June, 2005. NN includes Ore Reserves of its Taimyr (Polar) and Kola Divisions. BHP-Billiton does not disclose Cu grade of its Ni deposits. Falcondo, Goro and Indonesian Inco operations have lateritic ores

Leading Credit Ratings Amongst Russian Blue Chips



S&P	B+	BB-	BB	BB+	BBB-	BBB	BBB+
			Alrosa SUAL MTS Sistema Severstal Evraz	Vimpelcom MMK Megafon	Novolipetsk TNK-BP Lukoil		
Moody's	B2	B1	Ba3	Ba2	Ba1	Baa3	Baa2
			Severstal Evraz MMK SUAL MTS Vimpelcom	Alrosa			 Lukoil TNK-BP
Fitch	B+	BB-	BB	BB+	BBB-	BBB	BBB+
	Sistema	MMK Severstal	Megafon Evraz	TNK-BP	 Lukoil		

- Norilsk Nickel has one of the highest combined rating amongst Russian private companies
- Norilsk Nickel was the first company to receive investment credit ratings in Russia

Recent Events & Developments



Production Strategy

Acquisition of OM Group's Nickel Business Assets

Cooperation Initiatives

Creation and Spin-off of Energy Holding

Transportation Developments

Management Structure Reform

Interim Dividends

Completion of Buy-Back

Corporate Governance & Transparency

Key Objectives of Production Strategy



- Review mine development plans and develop optimal long term mining calendar in order to prepare for gradual depletion of currently mined deposits and compensate for expected decrease in ore grades
- Begin optimization of technical-production configuration (“footprint”) by reducing the number of production shops and simplify process flow sheets
- Develop technical solutions to improve effectiveness of ore beneficiation (concentrate quality and sulphur extraction into tailings), increase utilization in metallurgy, and keep emissions within agreed limits
- Ensure stability of operations and production output of base and precious metals
- Retain focus on controlling unit costs and improving capital efficiency to retain current cost position among nickel producers

Key Elements of Production Strategy



Mining

Beneficiation

Smelting

Refining

- Increase ore throughput from 21 mta to 26 mta by 2015
- Build new mines
 - Skalisty (Talnakh)
 - Severny-Gluboky (Kola)
- Optimize existing mines utilization

- Expand ore beneficiation facilities in Taimyr
- Improve quality of concentrates and sulfur extraction at the beneficiation stage

- Reduce number of nickel concentrate smelting sites in Taimyr by closing sintering/smelting at Nickel Plant
- Invest into sulfur emissions reduction

- Improve metal recoveries in refining
- Examine and test new technologies of nickel and copper refining in Kola

Metal production volumes

- Planned mining calendar foresees increase in nickel production while keeping copper and PGMs at current levels
 - Nickel production growth from existing level of 243 kta to ~260 kta by 2011
 - Maintenance of copper production at ~420 kta
 - Maintenance of PGM production at ~114 t/year
- Mine calendar sets base off of which incremental volumes can be achieved through
 - Operational improvements
 - Technical solutions in ore beneficiation
 - Continued optimization of the production “footprint”

Capital investment program

- Overall investment increase focused on intensive development of mineral reserve base to compensate for planned depletion of existing ore and creation of foundation for long-term production development in Taimyr and Kola
- Annual capex requirements for production strategy in period from 2007-2010 approximately \$800 – 1,000 mln/year

Polar Division

- Mine development – \$450 – 470 mln/year
- Ore beneficiation – \$140 mln/year in the period 2007-2009
- Metallurgy – \$290 – 300 mln/year including investments in sulfur utilization projects

Kola MMC

- Mine development – \$50 mln/year in 2007-2010 to complete Severny-Gluboky construction
- Metallurgy – \$100 – 150 mln/year in 2007-2009, depending on metallurgical configuration

Production Guidance



Production volume	2007E	2006	2005	2004
Nickel (<i>'000 tonnes</i>)	240 - 245	244	243	243
Copper (<i>'000 tonnes</i>)	404 - 409	425	452	447
Palladium* (<i>'000 troy ounces</i>)	3,000 - 3,050	3,164	3,133	-
Platinum* (<i>'000 troy ounces</i>)	700 - 710	752	751	-

* Production volumes of palladium and platinum disclosed from January 1, 2005 and represent only metals produced in Russia (without production of Stillwater Mining Company, USA)

Key Elements of Transaction



OMG's Nickel Business assets to be acquired:

- 100% OMG Harjavalta Nickel Oy (Harjavalta nickel refinery)
- 100% OMG Cawse Pty Ltd (Cawse nickel mine and leaching facility)
- 20% of MPI Nickel Pty Ltd (Silver/Black Swan nickel mine, Honeymoon Well nickel project)
- Up to 11% of Talvivaaran Kaivososakeyhtiö Bio-Heap Leach Nickel Project

Purchase price of the acquired business: \$408m cash

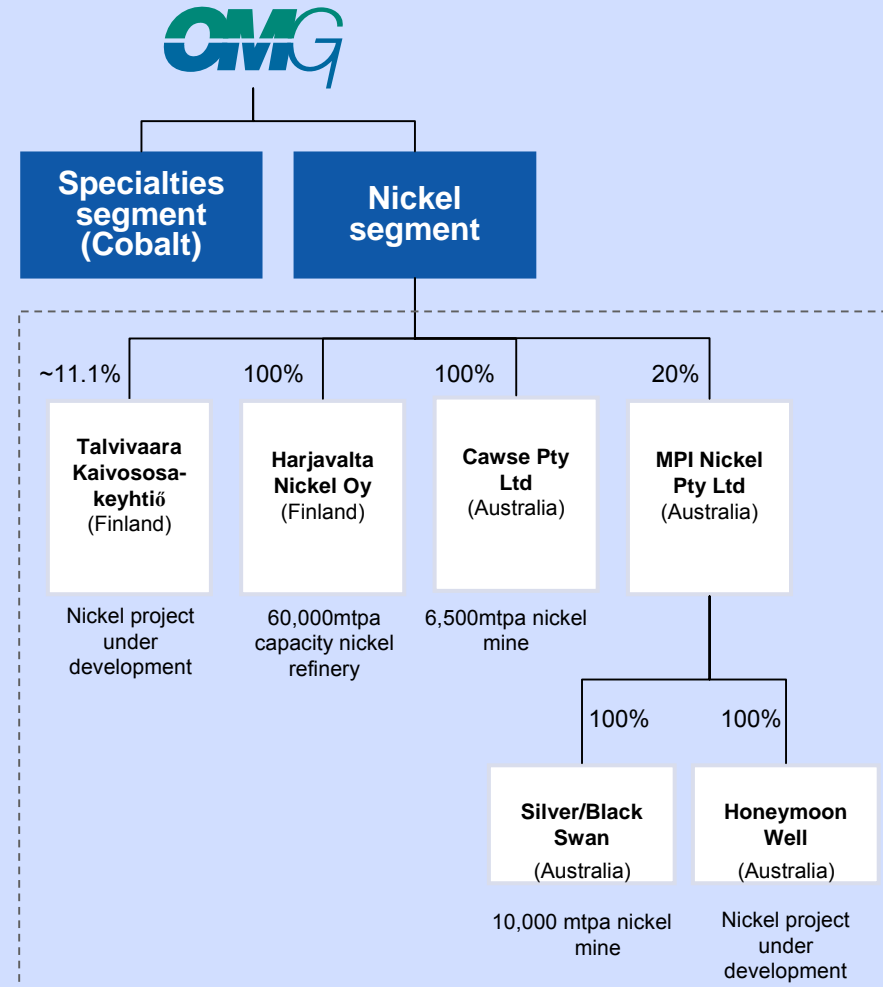
Agreements to be signed:

- Cobalt Supply Agreements whereby Norilsk Nickel sells up to 2,500 mt/year cobalt contained in concentrates and up to 2,500 mt/year cobalt metal to OM Group
- Cobalt solution and by-product supply agreements for Harjavalta Refinery product streams that currently go to OM Group's other processing facilities
- Other agreements that facilitate the transition to new ownership

Acquisition timeline:

- Stock Purchase Agreement signed on 17 November 2006
- Regulatory approval received earlier in February
- Closing is expected by March 1, 2007

Portion of OM Group's Assets to Be Acquired:



Strategic Rationale of Acquiring OMG's Nickel Business



- **Increased production of nickel, which we believe will continue to be an attractive industry with positive growth prospects**
 - 35,000 to 40,000* mt/year attributable nickel production
 - Supplements Norilsk Nickel's stable production profile, enabling it to maintain market share in the industry
- **Diversification of geography and product mix:**
 - Operations in Europe and Australia
 - More diverse product offering to stainless steel industry with nickel briquettes
 - Expansion in attractive nickel plating and electro-forming segments
 - Entry into nickel salt products
- **Modest transaction size is accretive to EPS**
- **Acquisition creates multiple strategic opportunities including:**
 - Access to best-in-class operational skills and potential for accelerated operational skill development in current Norilsk Nickel operations
 - Potential to capture nickel sales/marketing synergies and enhance group's development
 - Gaining access to laterite leaching and bio-leaching technologies
 - Utilizing cobalt offtake agreements to streamline cobalt back office and sales workload increasing Norilsk Nickel's sales and marketing efforts to focus on primary product streams

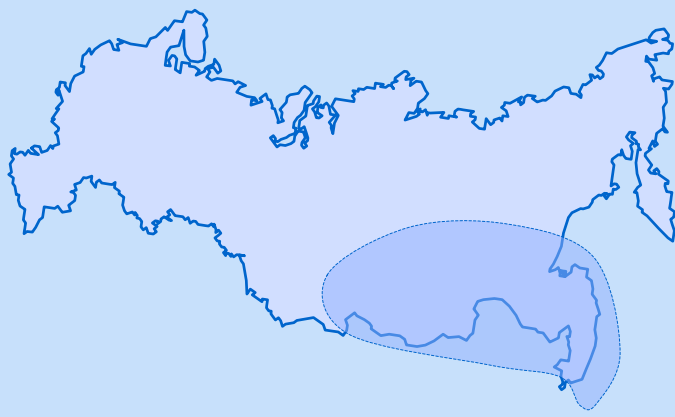
* Based on incremental 2007 refined nickel production, excluding tolling volumes

Rio Tinto – JV Exploration and Development



RIO TINTO

Area of focus



- JV agreement signed January 27th, 2006
- RioNor Exploration LLC founded in April to manage exploration and development activities
- 51% owned by Norilsk, 49% owned by Rio Tinto
- Bruno Hegner appointed General Director; Maxim Finsky, Chairman of Board
- Initial focus on southern regions of East Siberia and Far East
- Work programs and budget approved; review of potential projects underway



Leigh Clifford (RT),
Mikhail Prokhorov (NN)

BHP Billiton – Exploration & Development Alliance



Area of focus



- Alliance agreement signed June 12th, 2006
- Joint Steering Committee to oversee exploration and development activities
- Project companies to be owned 50%+1 share by Norilsk, 50%-1 by BHP Billiton
- Initial focus on North West and Western Siberia



Mikhail Prokhorov (NN),
Chip Goodyear (BHPB)



- January 2007: Company acquired 27.81% of TGK-14
- December 2006: Company acquired 13.92% of OGK-3
- July 2006: Company bought 100% of Taimyrenergo, which owns two hydropower plants in Taimyr Peninsula

- Energy Holding on the basis of the existing and to be acquired non-core energy assets will be formed and spun off to MMC Norilsk Nickel shareholders
- Spin-off of Energy Holding is expected to be completed in 2007 – early 2008
- Core Energy Assets, which supply energy to MMC Norilsk Nickel production facilities at Taimyr Peninsular, will stay in Norilsk structure



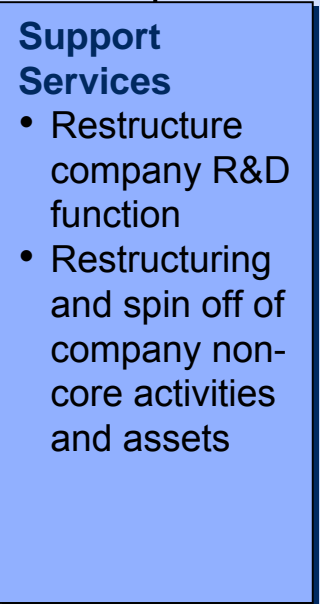
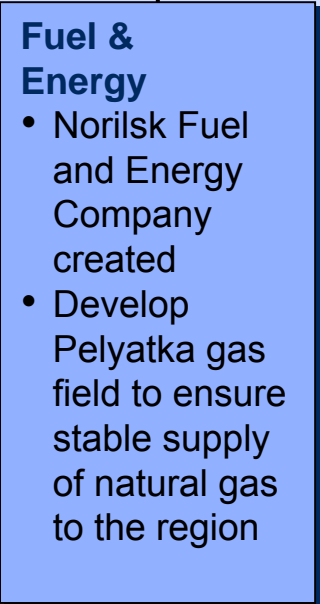
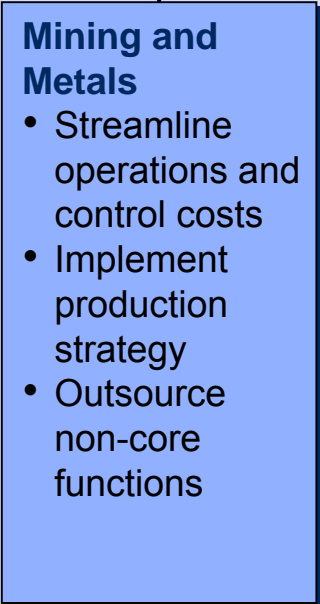
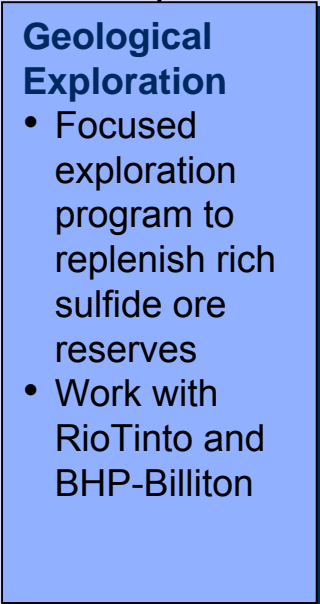
Norilsk Nickel plans to build its own cargo fleet that will cover all Company's shipment needs between Taimyr Peninsula and European part of Russia and reduce current transportation costs

- Launch of first arctic cargo container carrier (no icebreaker assistance)
- Contract signed for four new vessels for 320 mln euros with delivery third quarter 2008 – first quarter 2009
- The operating scheme for new cargo terminal in Murmansk developed. Construction to be completed by the end of 2008

Management Structure Reform Continues



Board of Directors

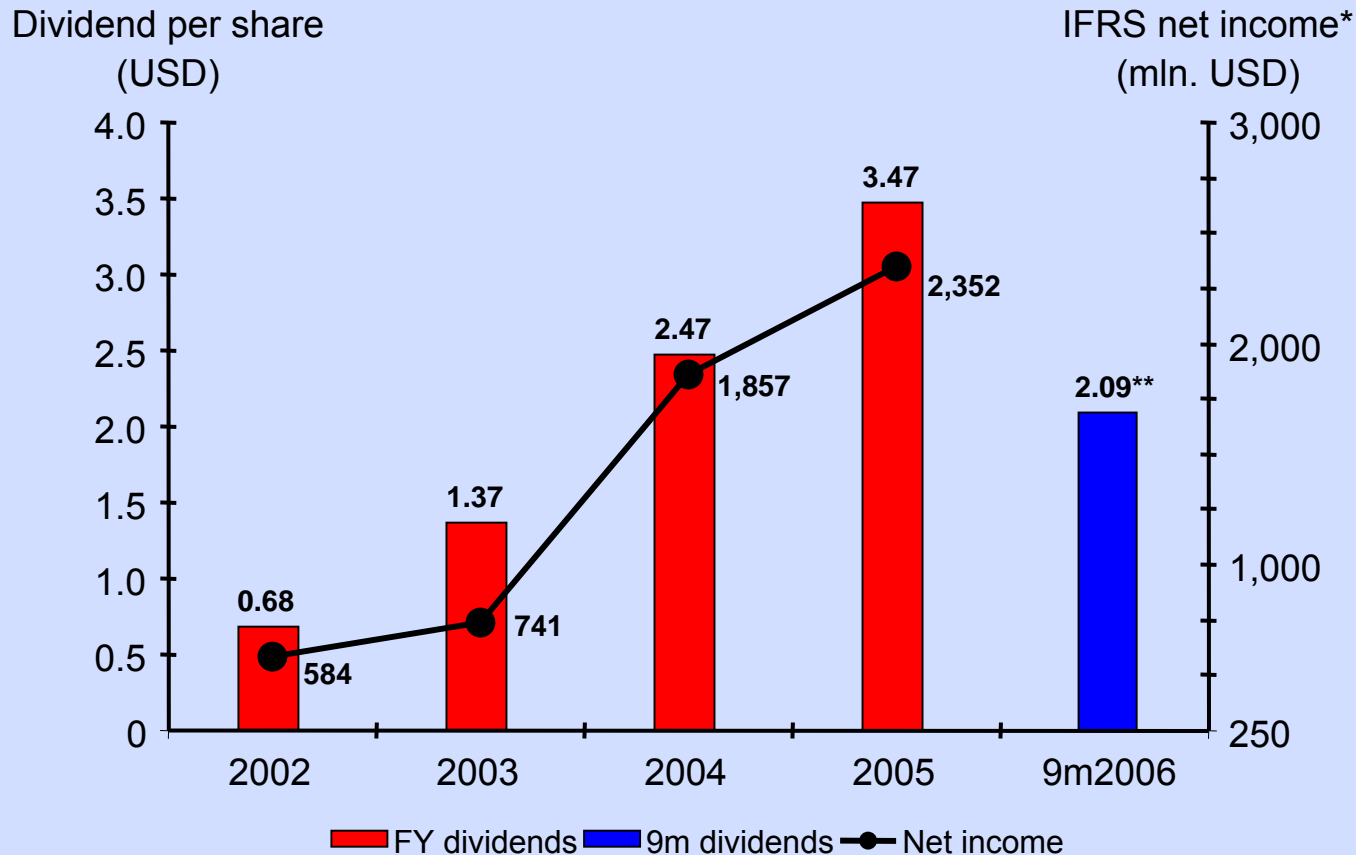


Maintenance and Capital Repair

Construction

Dividend policy - 20-25% of IFRS net income

Dividends payments and net income



*Excluding gold mining assets

**Final dividends for 2006 will be decided on the Annual General Meeting of the shareholders (June 2007)

MMC Norilsk Nickel's share price performance and reduction of share capital



- November 2006 - The Company of the Year national award
- December 2006 - Norilsk Nickel board member Guy de Selliers named laureate of Director of the year 2006 award
- December 2006 - MMC Norilsk Nickel's 2005 Annual Report in the same class of the world's industry leaders:
 - The best in the category Information Disclosure and Transparency
 - The absolute winner in IX Russian Contest of Annual Reports, organized by MICEX Stock Exchange and Securities Market Journal
 - The Best Annual Report of Issuers Listed at the RTS Stock Exchange
 - A winner in Information Density nomination, organised by Expert RA, RTS Stock Exchange, and PricewaterhouseCoopers