



Russian Miner: Global Player

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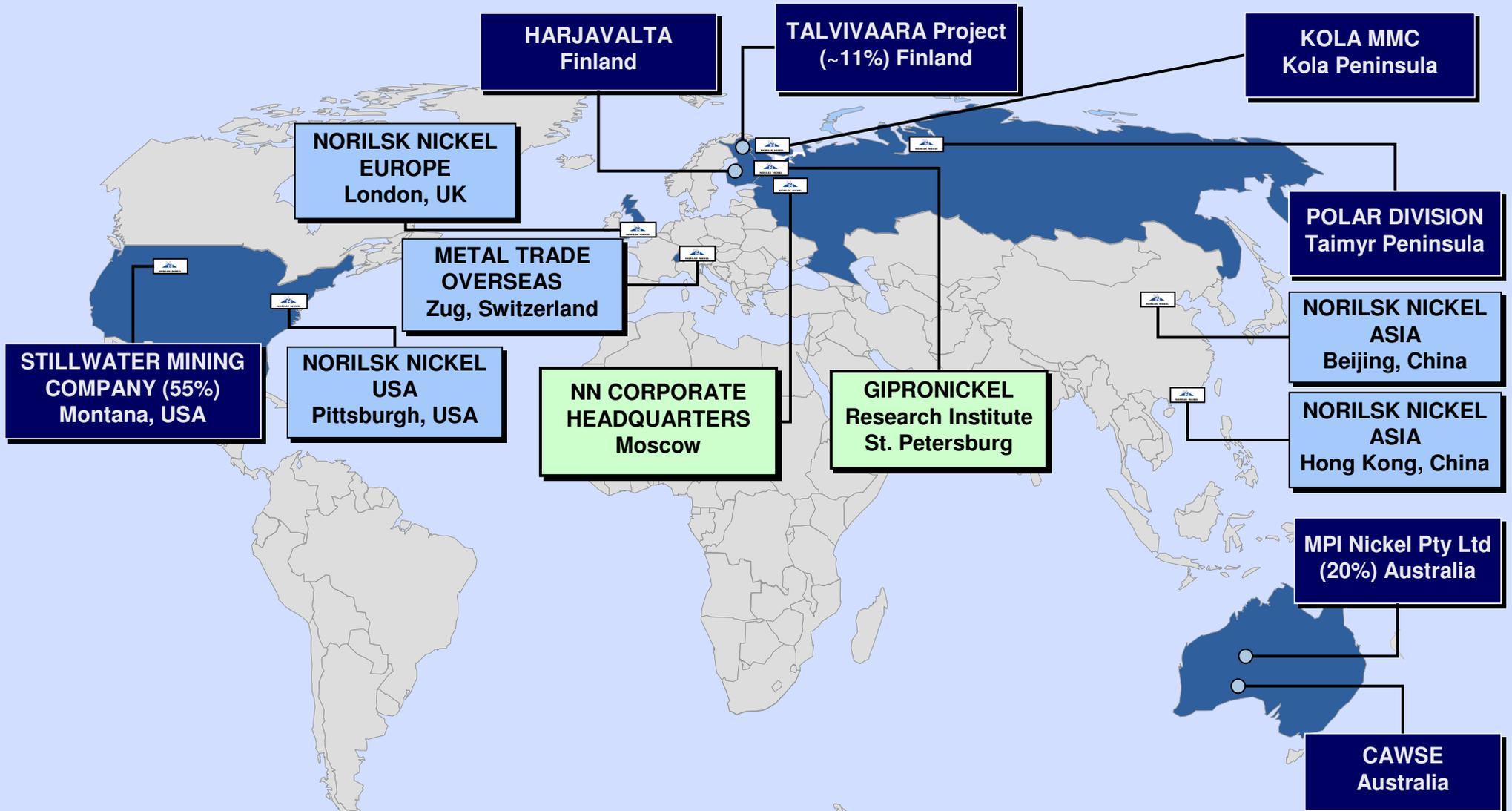
MMC Norilsk Nickel Today



- **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**



Increasing Global Presence



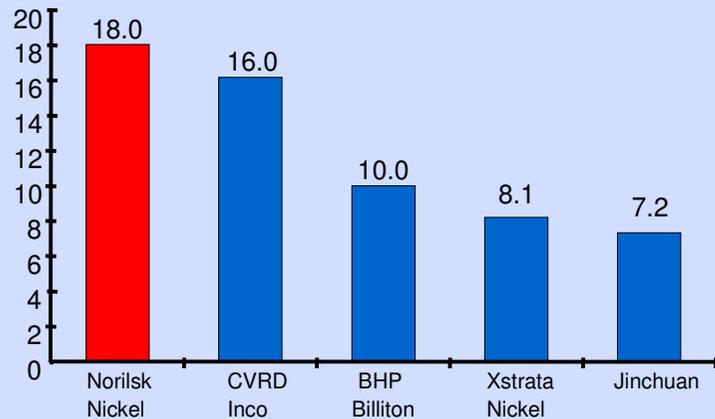
Headquarters and R&D
 Production Units/ Equity Shareholdings
 Global Distribution Network

Leading Producer of Base and Precious Metals



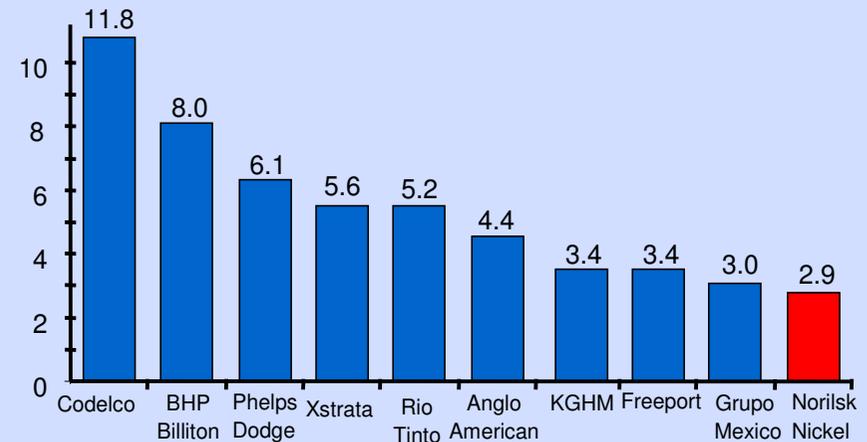
Largest Nickel Producers

(% share of 2006 world refined production)



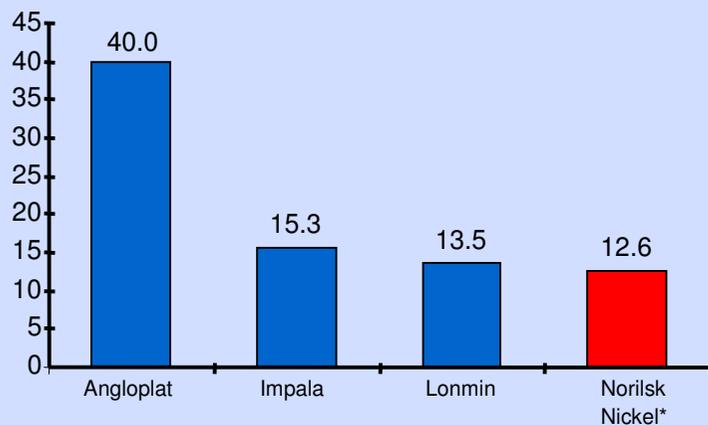
Largest Copper Producers

(% share of 2006 world mined production)



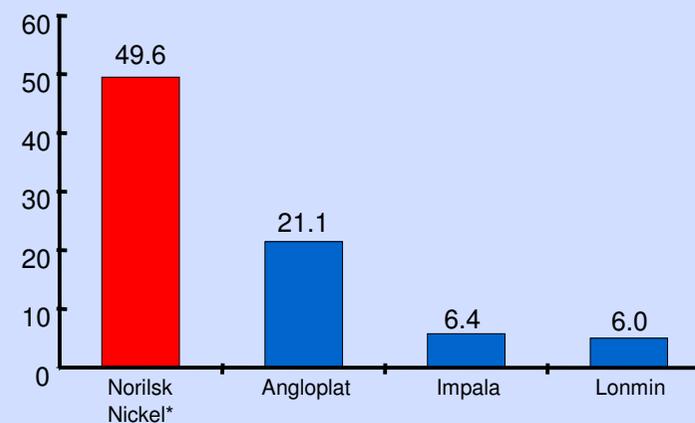
Largest Platinum Producers

(% share of 2006 world mined production)



Largest Palladium Producers

(% share of 2006 world mined production)



Creation of International Nickel Business



Norilsk Nickel Harjavalta (Finland)



Norilsk Nickel Cawse (Australia)



- **Acquisition of OM Group's nickel business completed in March 2007**
 - Norilsk Nickel Harjavalta Oy (nickel refinery)
 - Norilsk Nickel Cawse Pty Ltd (Cawse nickel mine & leaching facility)
 - 20% of MPI Nickel Pty Ltd, which owns:
 - Black/Silver Swan nickel mine
 - Honeymoon Well nickel project
 - ~ 11% of Talvivaara nickel heap leach project
- **Integration process well underway**
- **Increased nickel production with platform for growth**
 - Immediate ~35,000 mt/year increase attributable nickel production
 - Current capacity of 60,000 mt/year, ready to expand
 - Best in class operations efficiency and skills
- **Diversification of geography and product mix**
 - Operations in Europe and Australia
 - More diverse product offering
 - Nickel briquettes for stainless industry
 - Entry into nickel salt products
 - Expansion in attractive nickel plating and electro-forming segments
 - **Strategic opportunities**
 - Nickel sales & marketing synergies
 - Streamline Norilsk cobalt sales operations
 - Build knowledge of laterite leaching & heap leaching technologies
 - Transfer of best practices between group production sites

Offer for LionOre: Superior Cash Offer

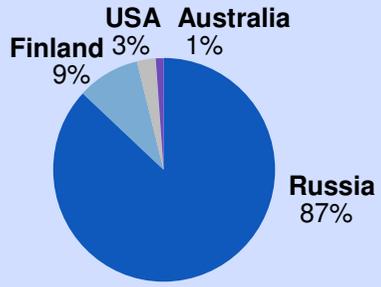


- On May 23rd, Norilsk Nickel made an all-cash offer price of C\$ 27.50 per LionOre share
- Fully financed bid
- Accretive to earnings
- 66 2/3% minimum tender threshold
- Subject to regulatory approvals – no anticipated clearance issues
- Offer is open till June 28, 2007
- LionOre Board declared Norilsk's offer a superior proposal on May 24th, 2007
- Support agreement between Norilsk and LionOre was signed on June 15th, 2007

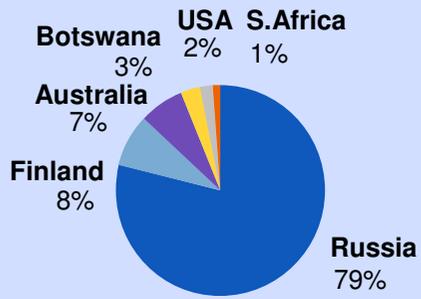
Further Geographic Diversification



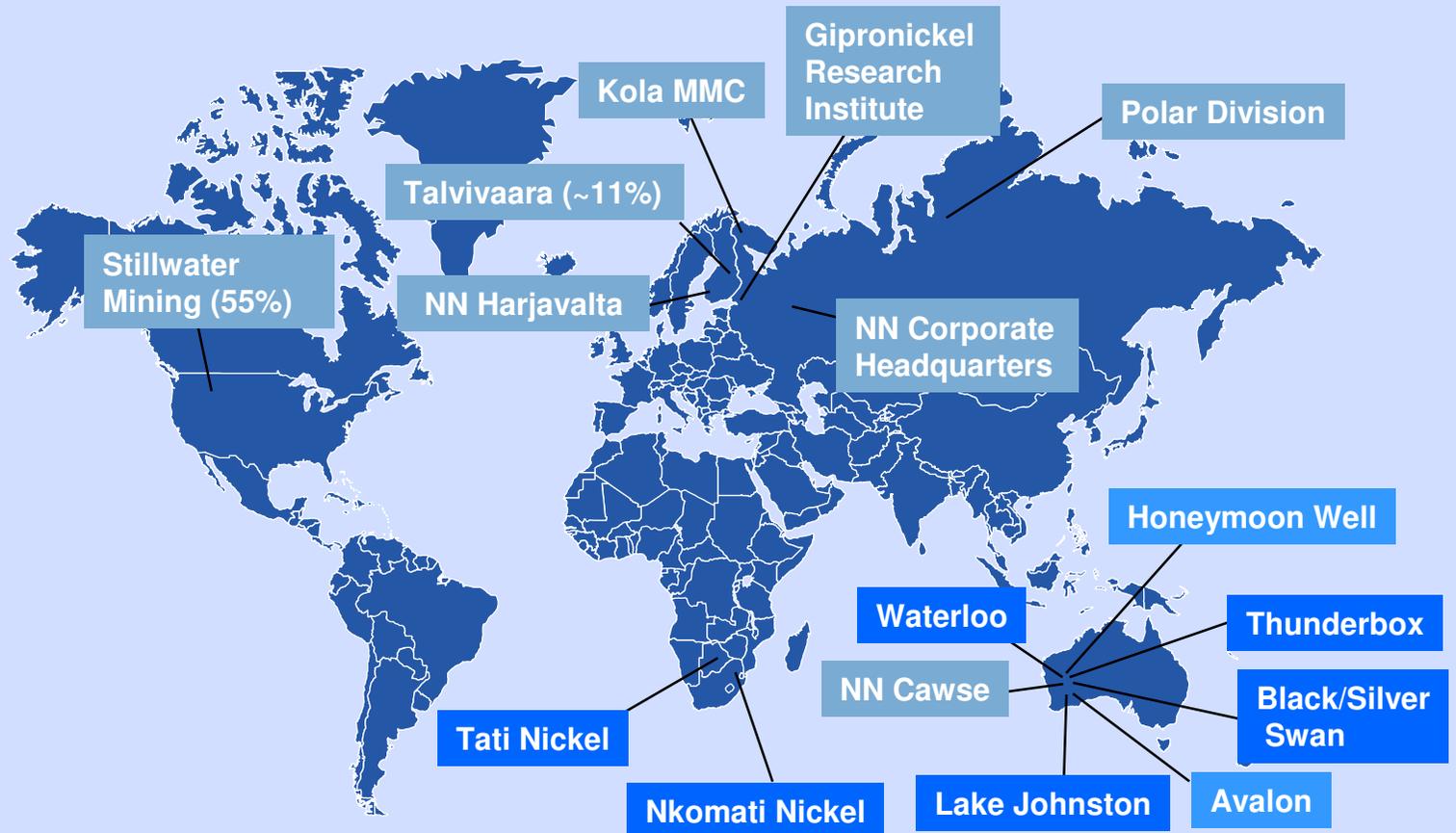
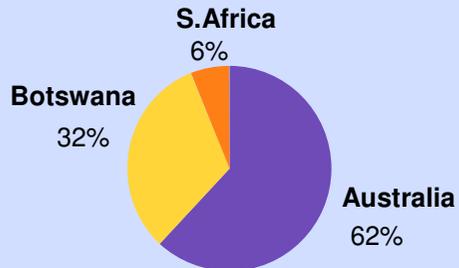
Norilsk Nickel 2007E revenue¹



Pro forma 2007E revenue¹



LionOre 2007E revenue¹



■ Norilsk Nickel
 ■ LionOre Operation
 ■ LionOre Project

Note: Norilsk Nickel estimates. Estimates are based on full-year revenues

Logical Business Combination



- Strengthens internationally diversified portfolio of metal production assets in attractive mining regions
 - Complementary technology for a “reserve rich” sulphide based nickel producer
 - Complementary asset base of mining and processing operations that fit with Norilsk Nickel’s refining capabilities
- Strong management team experienced in mining and processing operations in the southern hemisphere, and with strong capabilities in building new operations in remote areas
- Further enhancement of an already strong commodity mix
- Builds portfolio of shorter term growth projects combined with long life reserves

Norilsk Power Portfolio



- Portfolio of power assets balanced between two classes of assets:
 - Strategic Assets not for spin-off
 - Assets for spin-off with \$6.3 billion of total market capitalization:^(1,2)
 - Core Generation Assets (OGK-3, TGK-14, TGK-1)
 - Portfolio Assets providing optionality for future development and optimization

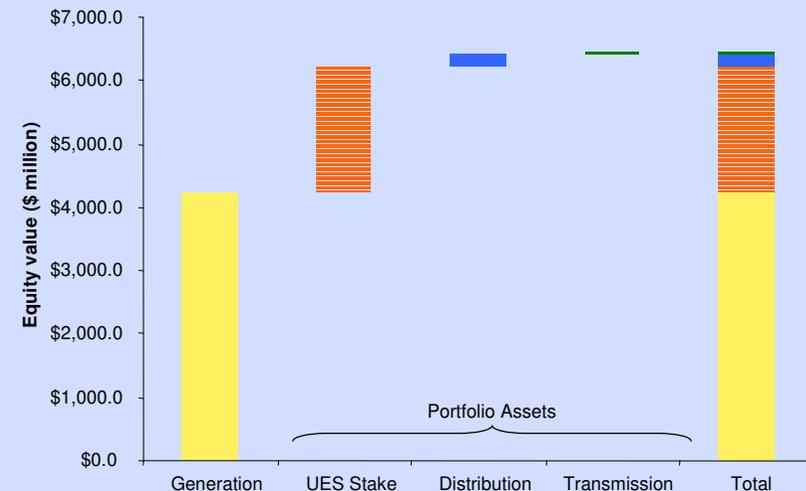
Norilsk Power Assets National Footprint



Ownership of Norilsk Power Assets

Name	Stake Owned (%)	Key Operating Metric	
OGK-3 ⁽¹⁾	46.6%	8,497.0	MW
TGK-1	7.4%	5,733.4	MW
TGK-14	27.8%	658.0	MW
RAO UES of Russia	3.5%	N/A	
Kolenergosbyt	24.8%	N/A	
Kolenergo	24.8%	5,699.8	km
Krasnoyarskenergo	25.7%	38.9	km
Tyvaenergo-Holding	25.5%	N/A	
Kolskie Magistralnye Seti	24.8%	1,224.0	km
Krasnoyarskie magistralnye Seti	25.0%	2,972.0	km
Total for Spin-off			
Strategic (not for Spin-Off)			
Norilskgazprom	29.4%		
Taimyrenergo	100.0%		
Norilskenergo	100.0%		
Taimyrgaz	99.0%		

Relative Composition of Value for Spin-Off Assets^{(1) (2)}



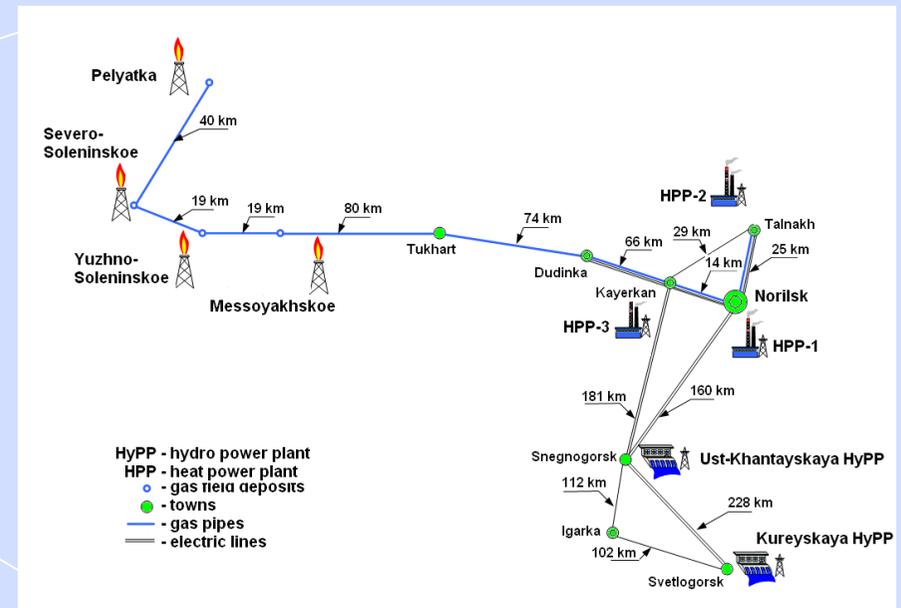
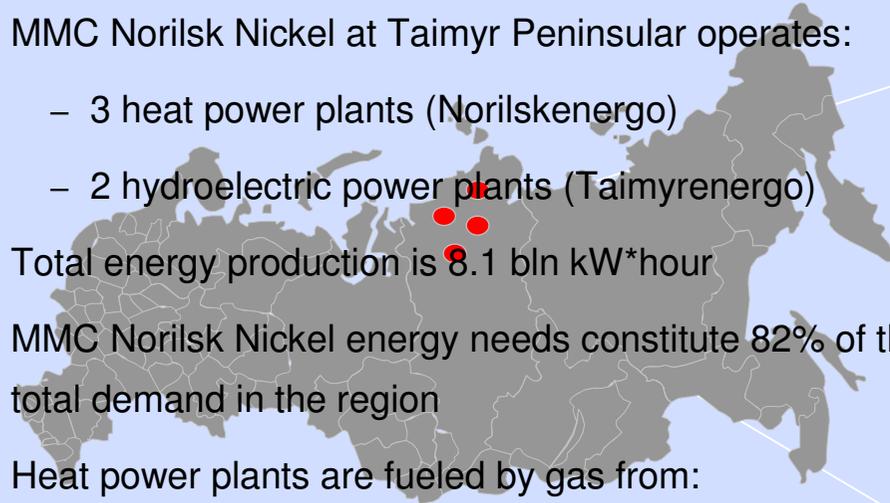
Notes:

- (1) Pre-mandatory offer to OGK-3 shareholders
- (2) Market capitalization as of 15 June 2007

Norilsk Power Strategic Assets



- MMC Norilsk Nickel at Taimyr Peninsular operates:
 - 3 heat power plants (Norilskenergo)
 - 2 hydroelectric power plants (Taimyrenergo)
- Total energy production is 8.1 bln kW*hour
- MMC Norilsk Nickel energy needs constitute 82% of the total demand in the region
- Heat power plants are fueled by gas from:
 - Pelyatka gas condensate deposit (Taimyrgaz);
 - Severo-Soleninskoye, Yuzhno-Soleninskoye gas condensate deposits and Messoyakhskoye gas deposit (Norilskgazprom)
- There are 389 km of gas pipe lines and 917 km of electric lines within the region
- Taimyr energy assets are isolated from the national infrastructural systems



Gas Complex	Unit	2006
Gas production	bln m ³	3.6
Gas reserves ⁽¹⁾		340
Condensate production	'000 tonnes	37.7
Condensate reserves ⁽¹⁾		13,691

Note:

(1) Reserves categories (A+B+C1) established by the State Reserves Committee of the Russian Federation

Strategy for Norilsk Power Portfolio



The spun-off Norilsk Power portfolio will be the first private energy utility of its size in Russia

Key strategic initiatives:

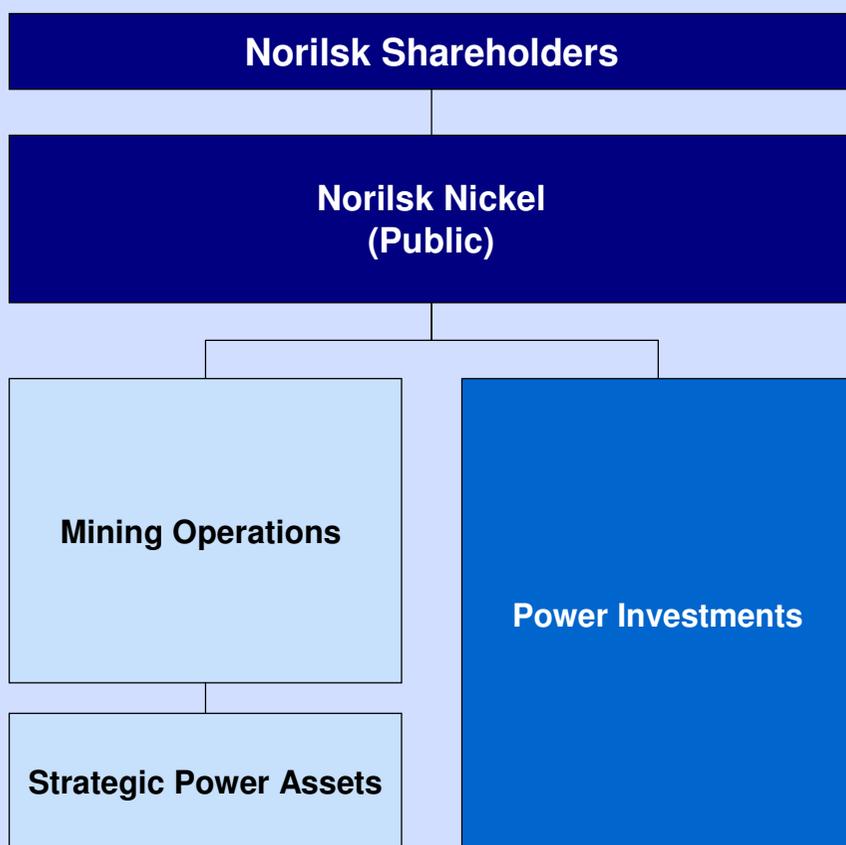
- Development of core businesses
 - Investment program optimization
 - Use of available cash and portfolio assets in acquisition of other energy assets
 - Operational improvement
 - Generation will benefit from electricity undersupply and liberalisation of tariffs
- Development of complementary businesses
 - Potential consolidation of stakes in supply companies and additional acquisitions
- Gradual divestiture of portfolio assets and use of proceeds to build core business
 - Sale of stakes in networks (as it will be forbidden to own both generation and networks)
 - Use of UES stake to receive minority stakes in power assets and subsequent sales/swaps
- Maximize market value
 - Transparency
 - International listing

How the Spin-off Will Work

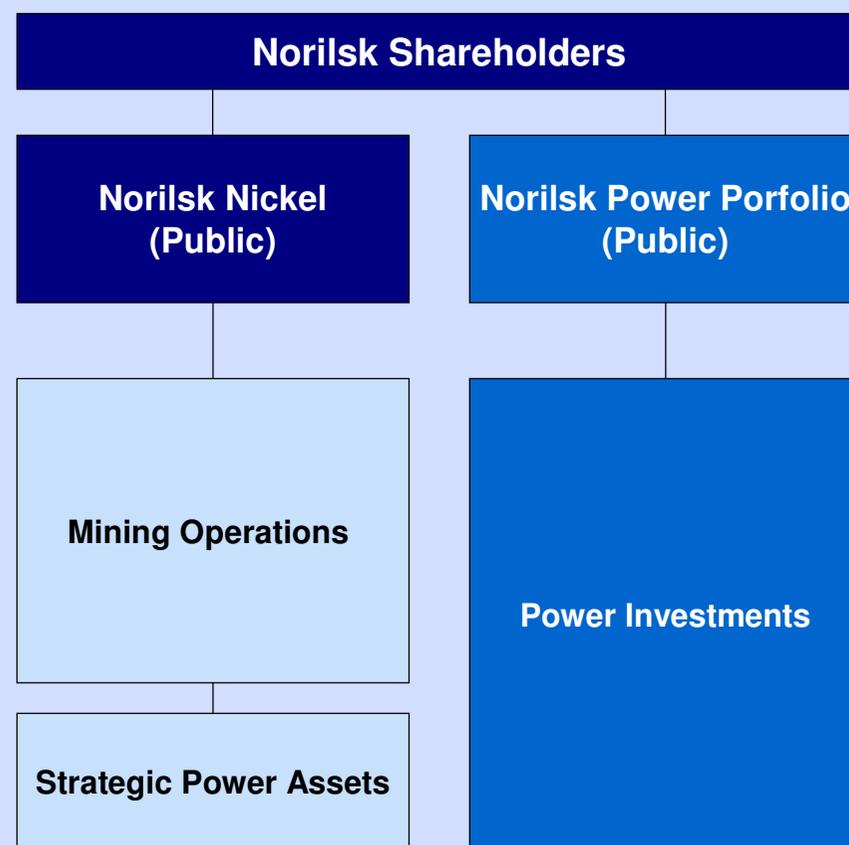


- Power investments are currently held throughout Norilsk, an intermediate restructuring will take place to consolidate its non-strategic power assets into a single subsidiary
- That subsidiary will be spun-off to Norilsk shareholders, retaining strategic power assets within Norilsk

Current Structure



Final Structure



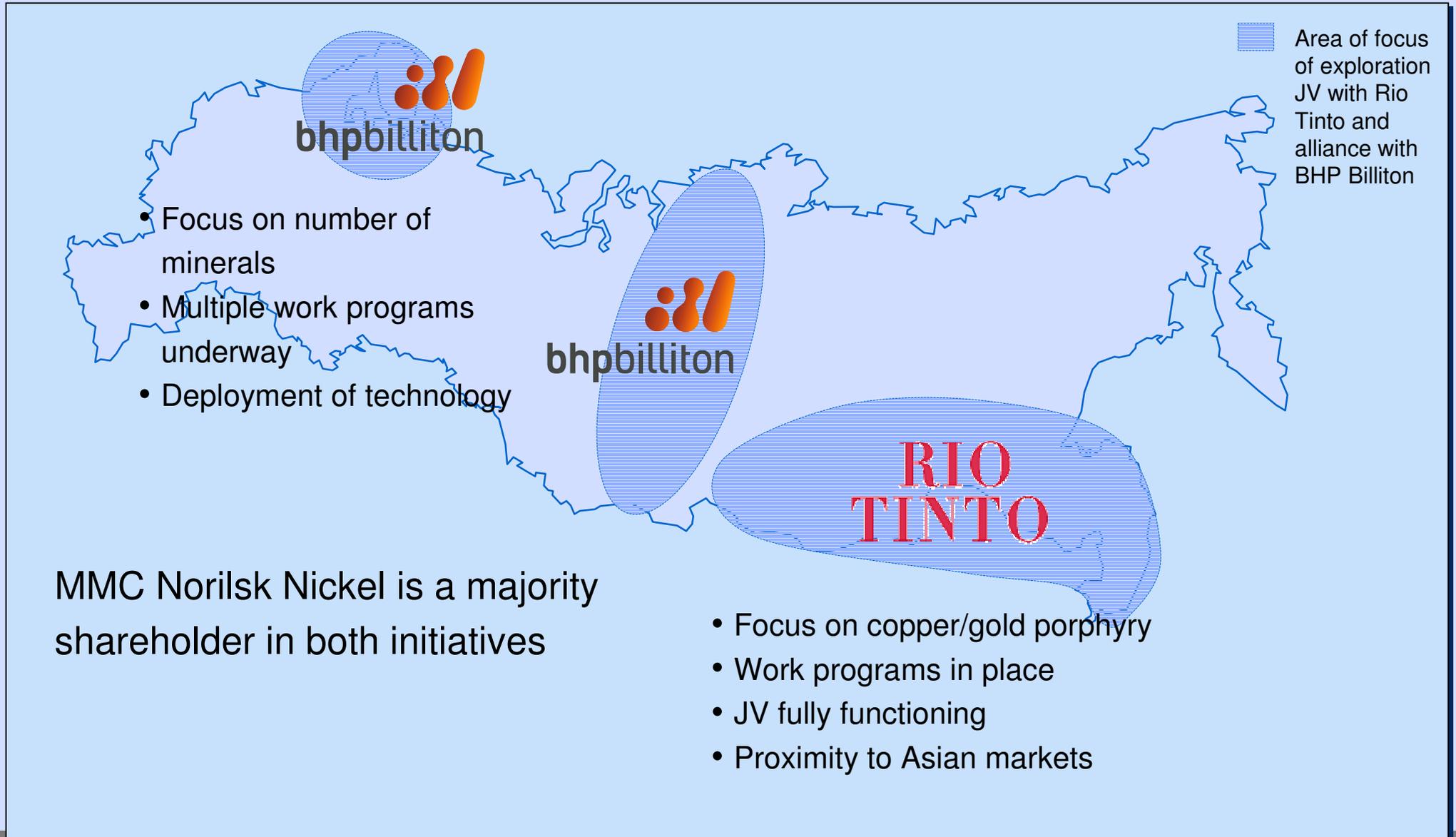
Greenfield Project in the Chita Region



- New greenfield project “Bystrinskoye” will be developed in the Chita Region with more than 2 mln. tones of Cu in measured and indicated resources
- Au, Ag and Fe are also available in the significant quantities
- Mining operations are expected to commence in 2011-2012
- Active exploration program in the region is underway
- New railroad for the development of the deposit will be constructed by 2010-2011:
 - Investment Fund of Russia will finance 69% of the construction cost
 - Total capex is estimated USD 1,98 bln.
- Part of “Bystrinskoye” deposit is audited in accordance with JORC Code as of December 31, 2006

Mineral resources	Ore volume (Mt)	Metal content				Metal volume			
		<i>Cu</i> (%)	<i>Au</i> (g/t)	<i>Ag</i> (g/t)	<i>Fe</i> (%)	<i>Cu</i> (kt)	<i>Au</i> (koz)	<i>Ag</i> (koz)	<i>Fe</i> (kt)
Measured and indicated	293.71	0.74	0.85	4.97	23.70	2 187.3	8 028.1	46 954.3	69 624.2
Inferred	55.13	0.37	0.50	6.12	12.33	203.3	892.1	10 847.7	6 796.6

Developing Russia's Resources



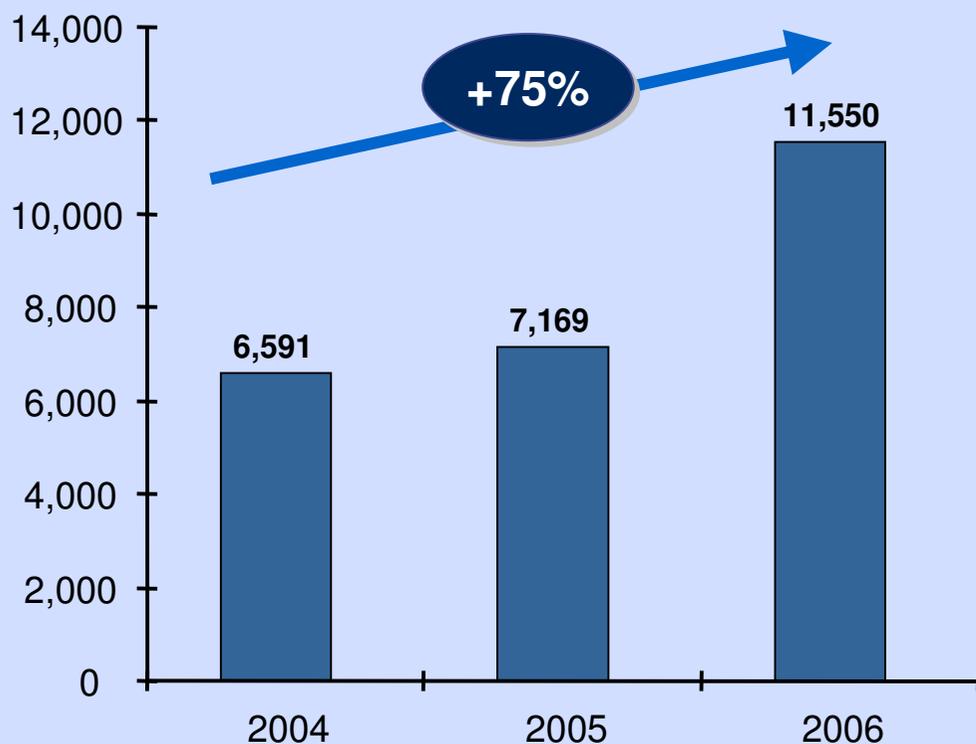
MMC Norilsk Nickel is a majority shareholder in both initiatives

Strong Financial Performance



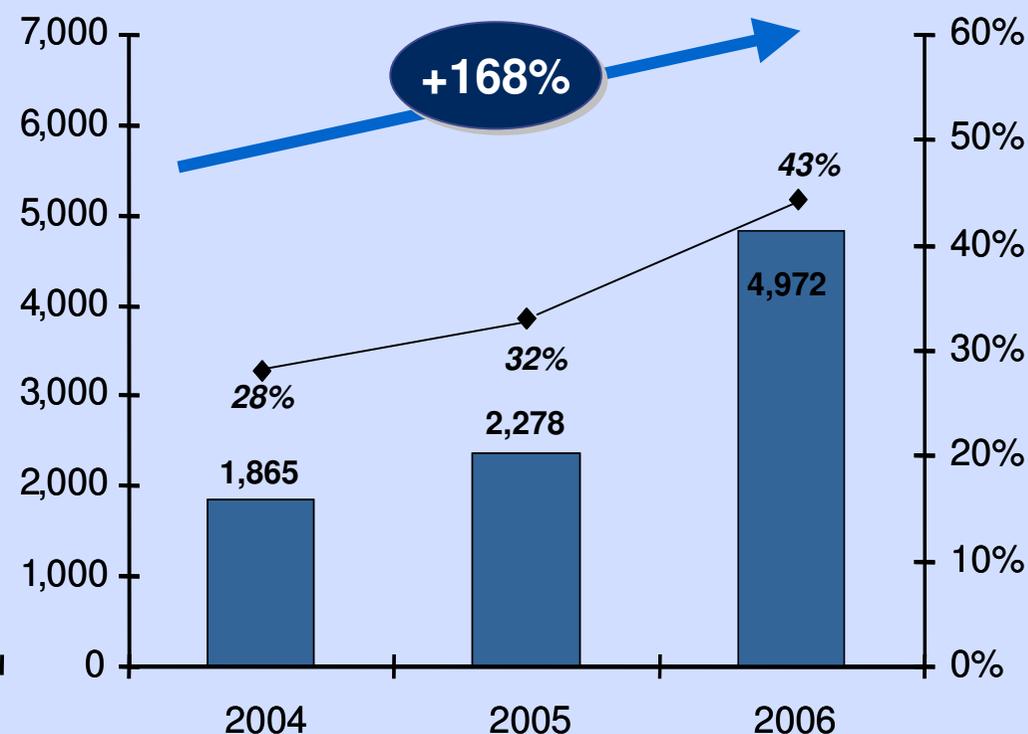
Metal sales revenues*

USD million



Net profit and net profit margin*

USD million, percent (line)



Note: MMC Norilsk Nickel without Polus Group

Effective Operating Costs Management



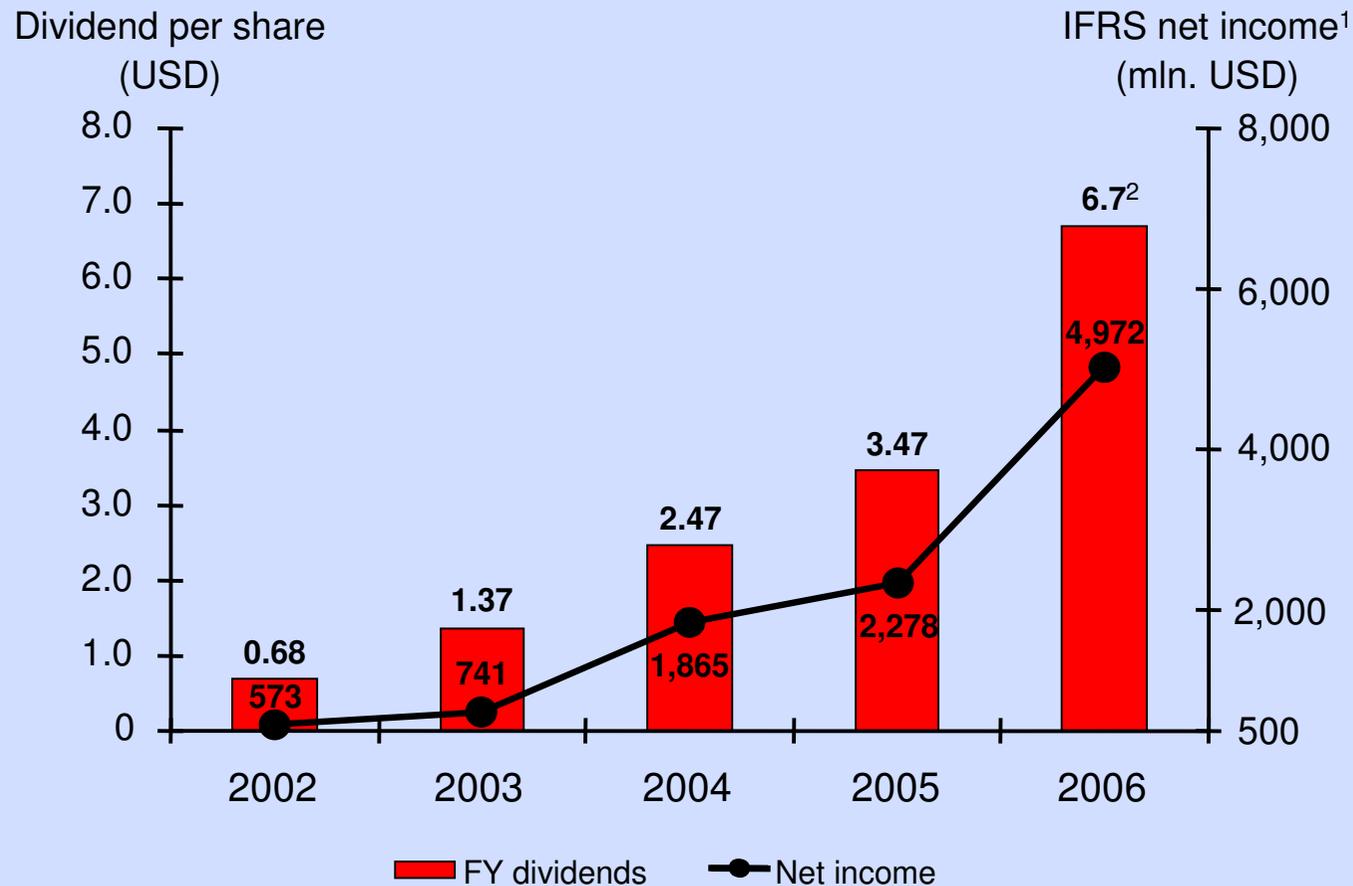
	2006		2005		change
	Group*	% of total	Group*	% of total	
Payroll	1,060	34%	862	32%	23%
Consumables and spares	833	27%	765	28%	9%
Purchase of scrap PGM	268	8%	82	3%	227%
Repair and maintenance	171	5%	134	5%	28%
Transportation	143	4%	117	4%	22%
Insurance	139	4%	116	4%	20%
Mining and pollution taxes	127	4%	119	4%	7%
PGM toll refining	77	2%	76	3%	1%
Utilities	73	2%	88	3%	(17%)
Exploration expenditure	49	2%	39	1%	26%
Cost of refined metals purchased from third parties	28	1%	91	3%	(69%)
Non-ferrous scrap metals purchased	5	-	87	3%	(94%)
Other cash costs	237	7%	167	7%	42%
Total	3,210	100%	2,743	100%	17%
Revenue from sales of by-products	(672)		(333)		102%
Total cash operating costs less revenue from by-products	2,538		2,410		5%

Note: Including Stillwater Mining

Dividends Growth



Dividend policy - 20-25% of IFRS net income



Notes:

(1) Excluding Polus Group

(2) Final dividend for 2006 in amount of 4.7 USD per share should be approved on the AGM (June 28, 2007)