



Russian Miner, Global Player

TAV MORGAN

Deputy General Director

Corporate Strategy & Business Development

Merrill Lynch

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Polar Lights on the Taimyr Peninsula

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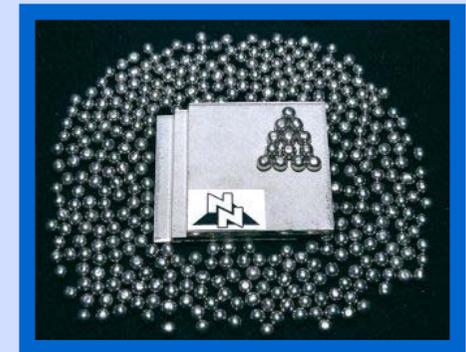
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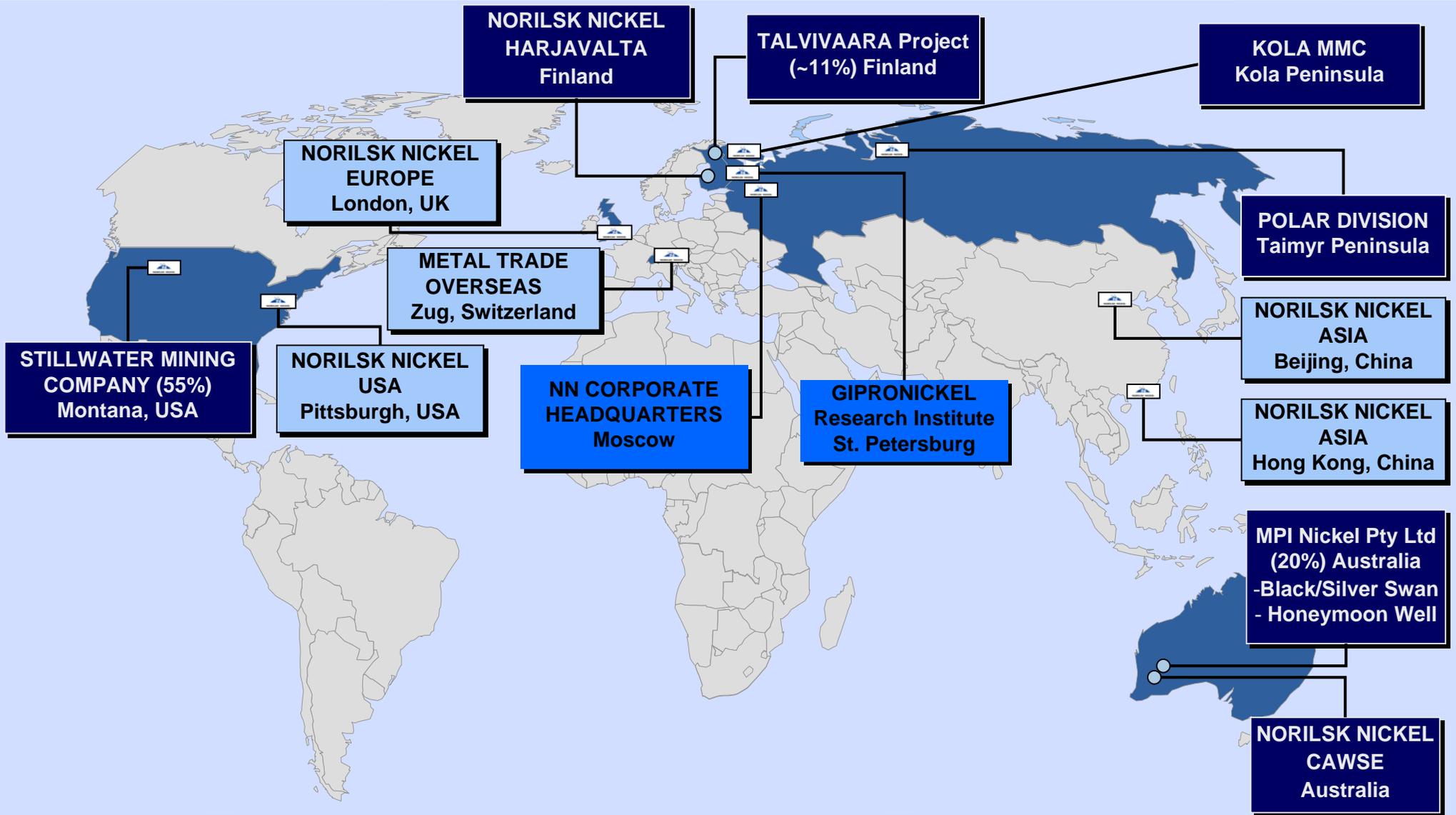
MMC Norilsk Nickel Today



- **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**



Russian Miner, Increasingly Global Presence



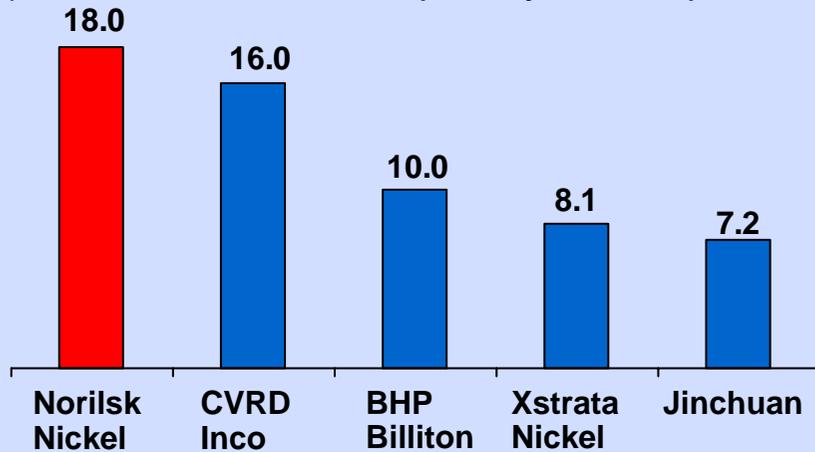
Headquarters and R&D
 Production Units
 Global Distribution Network

Leading Producer of Base & Precious Metals



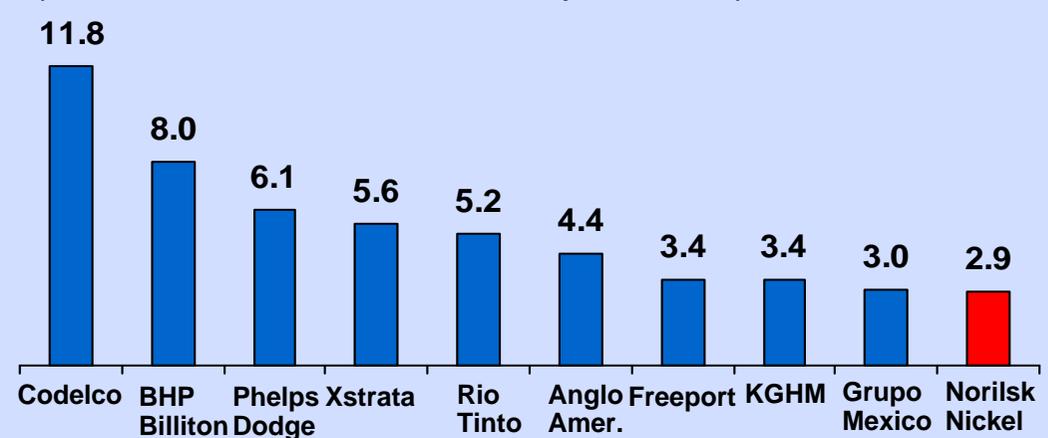
Largest Nickel Producers

(% share of 2006E world primary refined production)



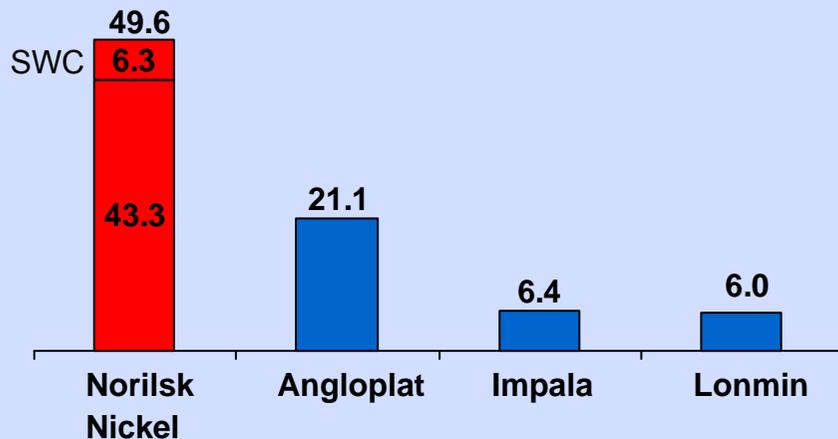
Largest Copper Producers

(% share of 2006E world mined production)



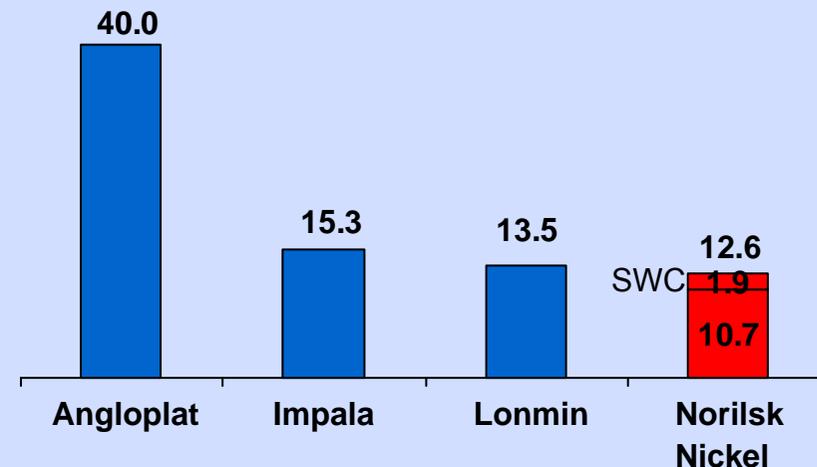
Largest Palladium Producers

(% share of 2006E world refined production*)



Largest Platinum Producers

(% share of 2006E world refined production*)



Production Guidance



Production volume	2007 E	2006	2005
Nickel ¹ (<i>'000 tonnes</i>)	270 - 275	244	243
Copper (<i>'000 tonnes</i>)	404 - 409	425	452
Palladium ² (<i>'000 troy ounces</i>)	3,000 - 3,050	3,164	3,133
Platinum ² (<i>'000 troy ounces</i>)	700 - 710	752	751

Notes:

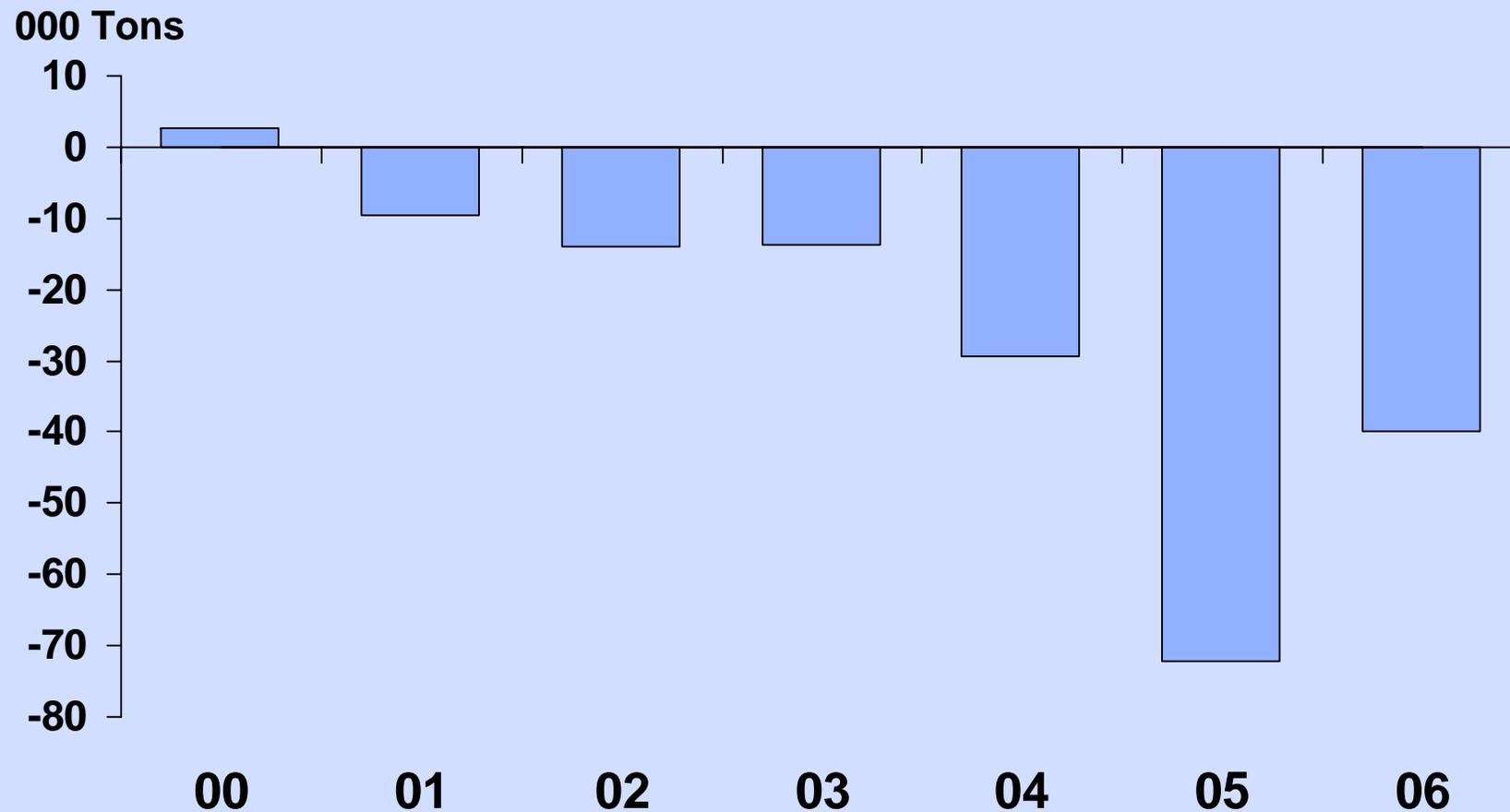
(1) Includes production of recently acquired international nickel assets

(2) Excludes production of Stillwater Mining Company

Nickel Production Shortfalls



- Difference between production of refined nickel in given year and forecast for production made at the end of the previous year

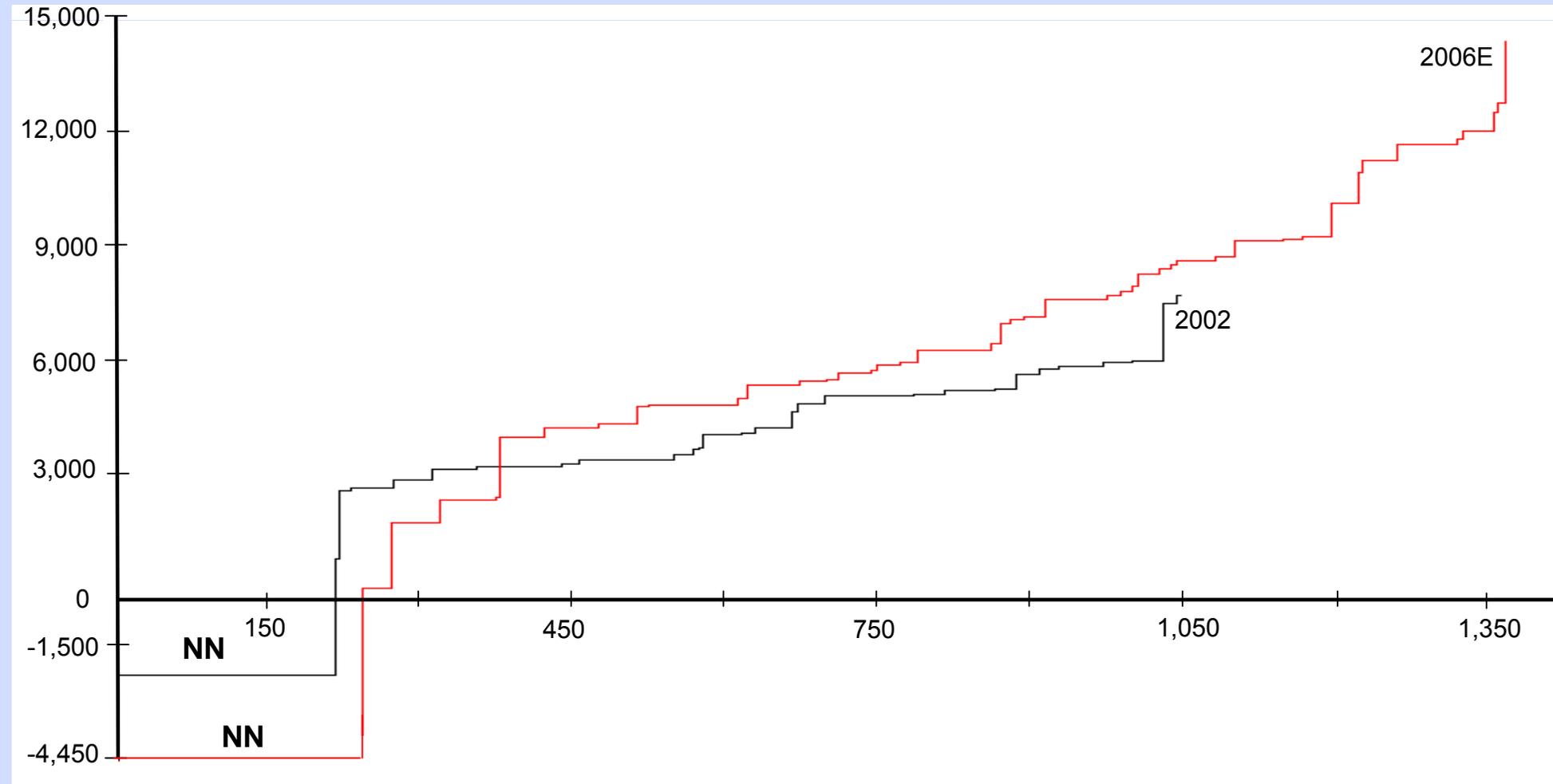


Improving Cost Position in the Nickel Industry



C1⁽¹⁾ industry cash costs in 2002 and 2006E

USD/t



Note (1) Brook Hunt methodology

Creation of International Nickel Business



Norilsk Nickel Harjavalta (Finland)



Norilsk Nickel Cawse (Australia)



- **Acquisition of OM Group's nickel business complete**
 - 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 3rd, Norilsk Nickel made an all-cash offer price of C\$ 21.50 per LionOre share
 - Premium of 22.9% over the closing price on March 23rd
 - Premium of 16.2% to Xstrata's offer
 - Premium of 13.5% to May 2nd closing price
- Fully financed bid
- Accretive to earnings in first year
- 66 2/3% minimum tender threshold
- Subject to regulatory approvals – no anticipated clearance issues
- Offer open for a minimum of 35 days, with an expected expiry date of June 18, 2007
- **LionOre Board declared Norilsk's offer a superior proposal on May 7th**
- Take-over bid circular mailed on May 8, 2007

Logical Business Combination

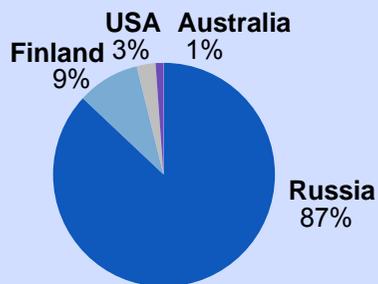


- Strengthens internationally diversified portfolio of metal production assets in attractive mining regions
 - Complementary technology for a “reserve rich” sulphide based nickel producer
 - Complementary asset base of mining and processing operations that fit with Norilsk Nickel’s refining capabilities
- 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

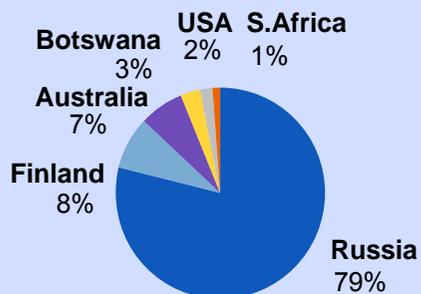
Further Geographic Diversification



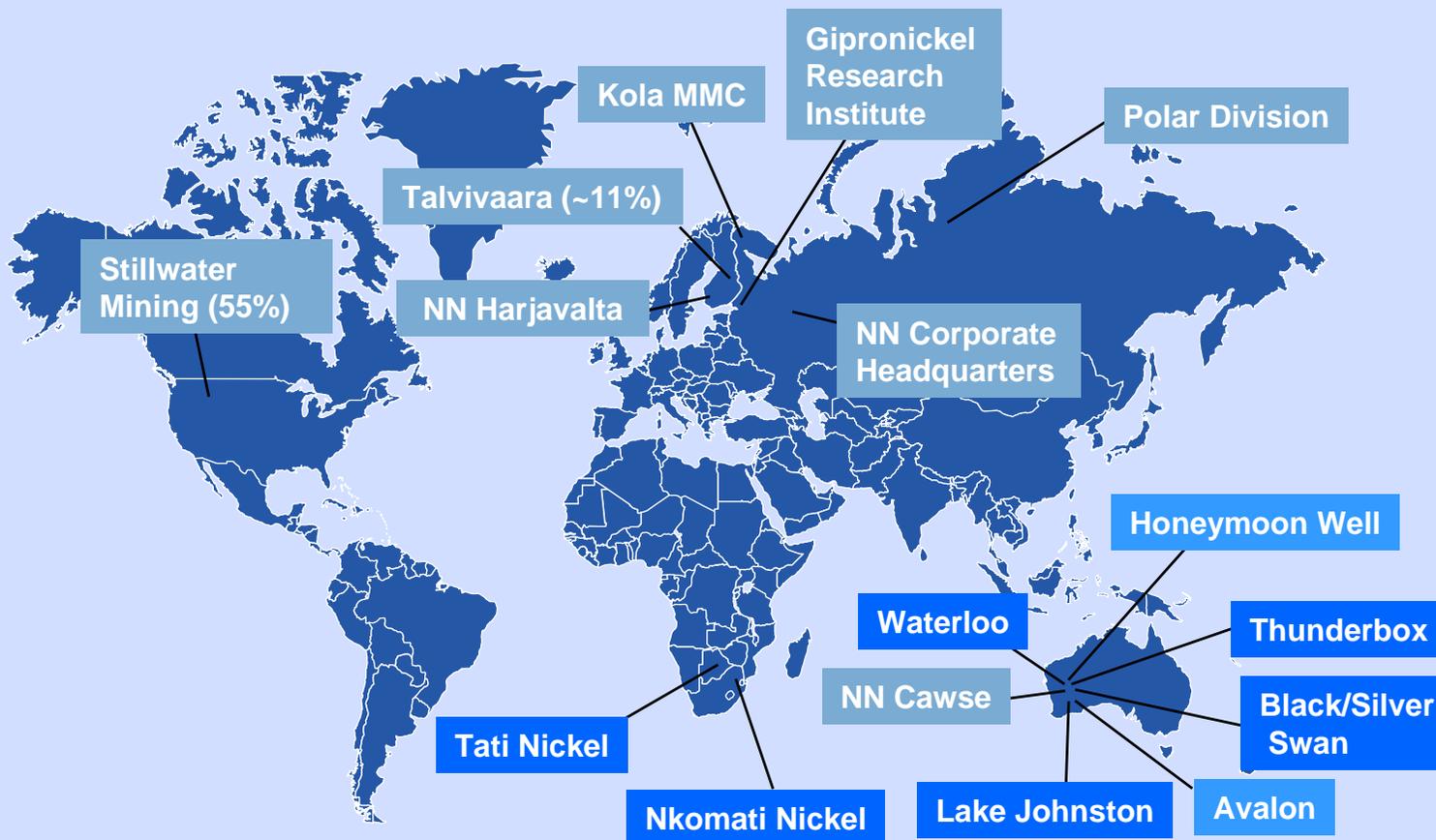
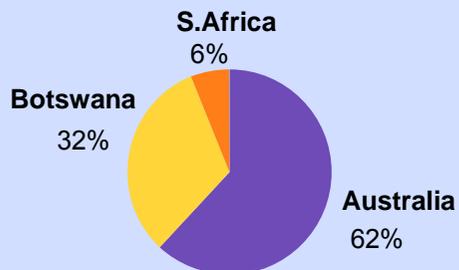
Norilsk Nickel 2007E revenue¹



Pro forma 2007E revenue¹



LionOre 2007E revenue¹



■ Norilsk Nickel
 ■ LionOre Operation
 ■ LionOre Project

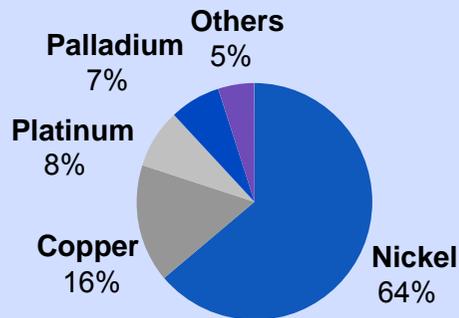
Note: 1 Norilsk Nickel estimates. Estimates are based on full-year revenues

Strong Commodity Portfolio

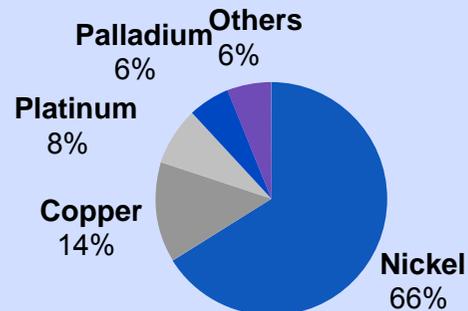


- Remaining well diversified in terms of commodities produced
- Focus on highly attractive commodity sectors with strong financial returns

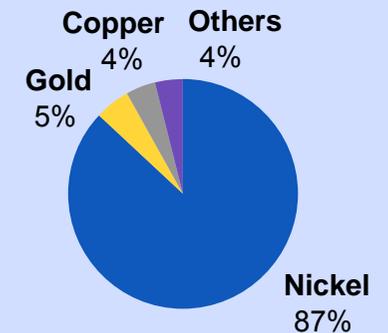
Norilsk Nickel¹ 2007E



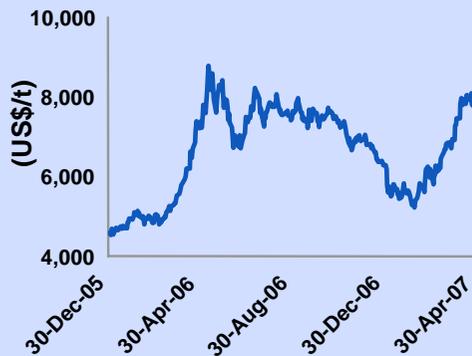
Combined Group¹ 2007E



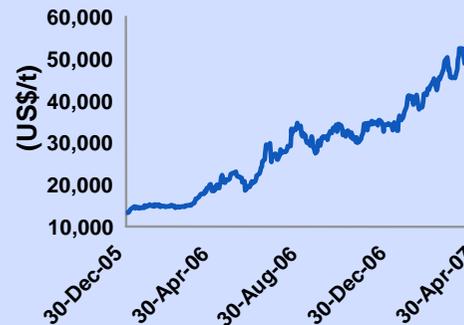
LionOre¹ 2007E



Copper



Nickel



Platinum/Palladium



Note: 1 Norilsk Nickel estimates. Estimates are based on full-year revenues

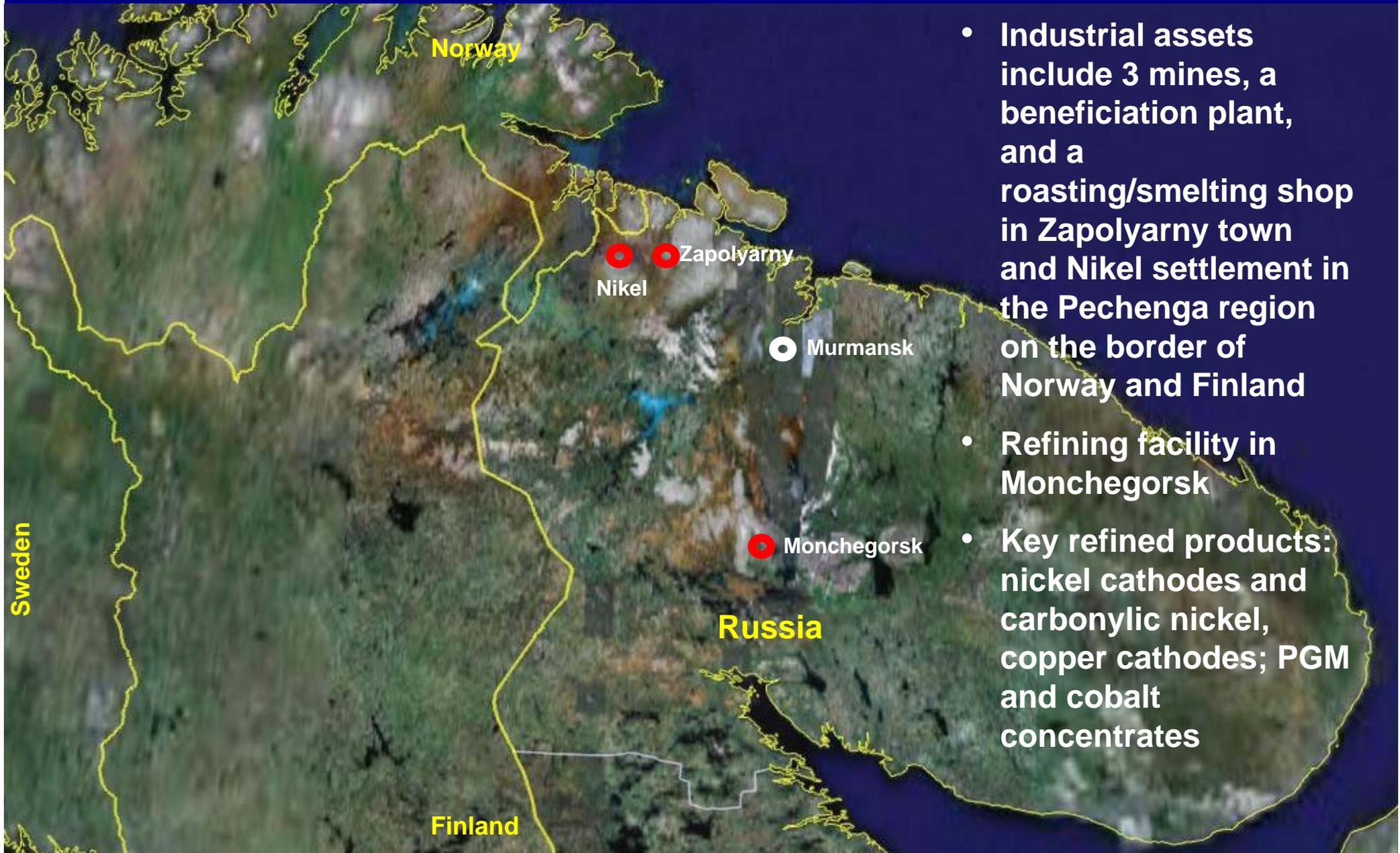
Transportation Developments



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
- New cargo terminal to be built in Murmansk. Construction to be completed by the end of 2008

Kola MMC Modernization



- Industrial assets include 3 mines, a beneficiation plant, and a roasting/smelting shop in Zapolyarny town and Nickel settlement in the Pechenga region on the border of Norway and Finland
- Refining facility in Monchegorsk
- Key refined products: nickel cathodes and carbonylic nickel, copper cathodes; PGM and cobalt concentrates

Transition to Business Unit Based structure



Board of Directors

Management Board

Corporate Center

- Finance & Economics
- Investments
- Strategy & Bus. Development
- Internal Audit
- Corporate, Legal & Investor Relations
- Public Relations
- Environmental and Regulatory
- Security
- HR
- Purchasing

Geological Exploration

- Focused exploration program to replenish rich sulfide ore reserves
- Work with Rio Tinto and BHP-Billiton

Mining and Metals

- Streamline operations and control costs
- Implement production strategy
- Outsource non-core functions

Fuel & Energy

- Norilsk Fuel and Energy Company created
- Develop Pelyatka gas field to ensure stable supply of natural gas to the region

Transport & Logistics

- Build own terminal in Murmansk port and stream-line logistic operations
- Invest into construction of new arctic cargo carrier(s)

Sales & Marketing

- Complete foreign sales network reorganization
- Deepen direct customer relationships

R&D

- Consolidate expertise across Polar Division, Kola MMC and GiproNickel
- Improve R&D asset management
- Initiate R&D on contract basis

Support Services

- Restructuring and spin off of company non-core activities and assets

Maintenance and Capital Repair

Construction

Norilsk Power Portfolio



- Portfolio of power assets balanced between two classes of assets:
 - Strategic Assets not for spin-off
 - Assets for spin-off with \$6.4 billion of total market capitalization:⁽¹⁾
 - Core Generation Assets (OGK-3, TGK-14, TGK-1)
 - Portfolio Assets providing optionality for future development and optimization

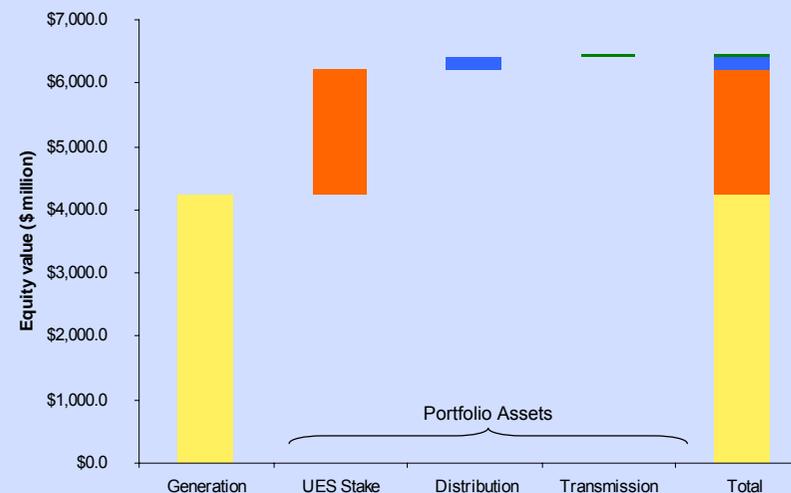
Norilsk Power Assets National Footprint



Ownership of Norilsk Power Assets

Name	Stake Owned (%)	Key Operating Metric	
OGK-3 ⁽²⁾	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
Krasnoyarskenergosbyt	25.5%	N/A	
Krasnoyarskenergo(2)	25.7%	38.9	km
Tyvaenergo-Holding(2)	25.5%	N/A	
Kolkskie Magistralnye Seti(2)	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(3)	29.4%		
Taimyrenergo(3)	100.0%		
Norilskenergo(3)	100.0%		
Taimyrgaz(3)	99.0%		

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



Notes:

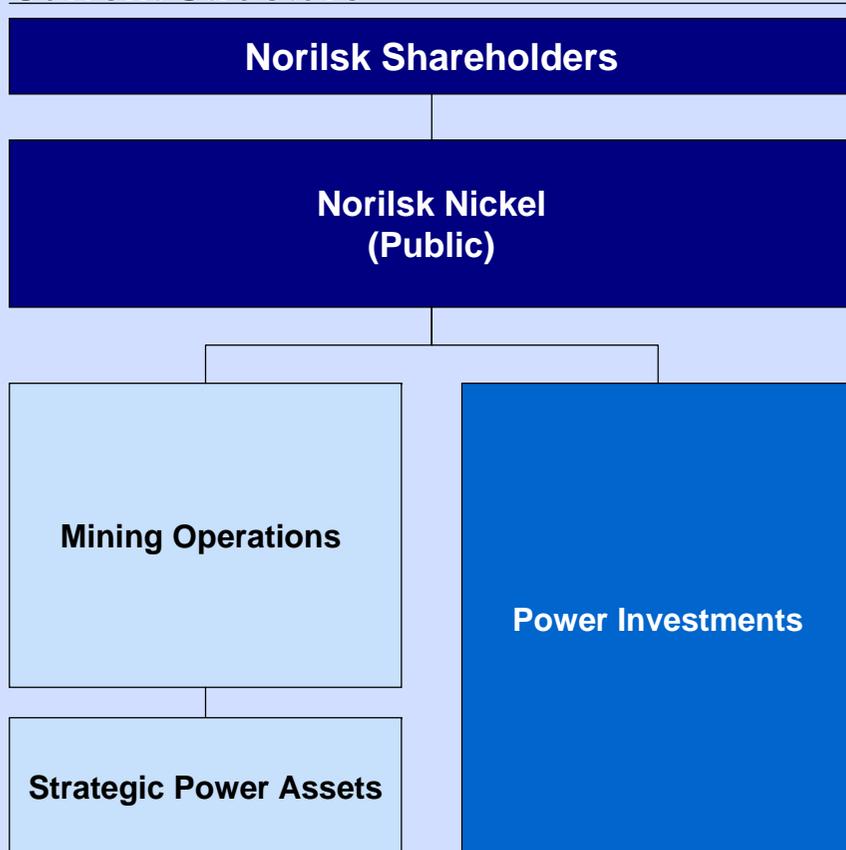
- (1) Pre-mandatory offer to OGK-3 shareholders
 (2) Market capitalization as of 23 Apr 2007

How the Spin-off Will Work

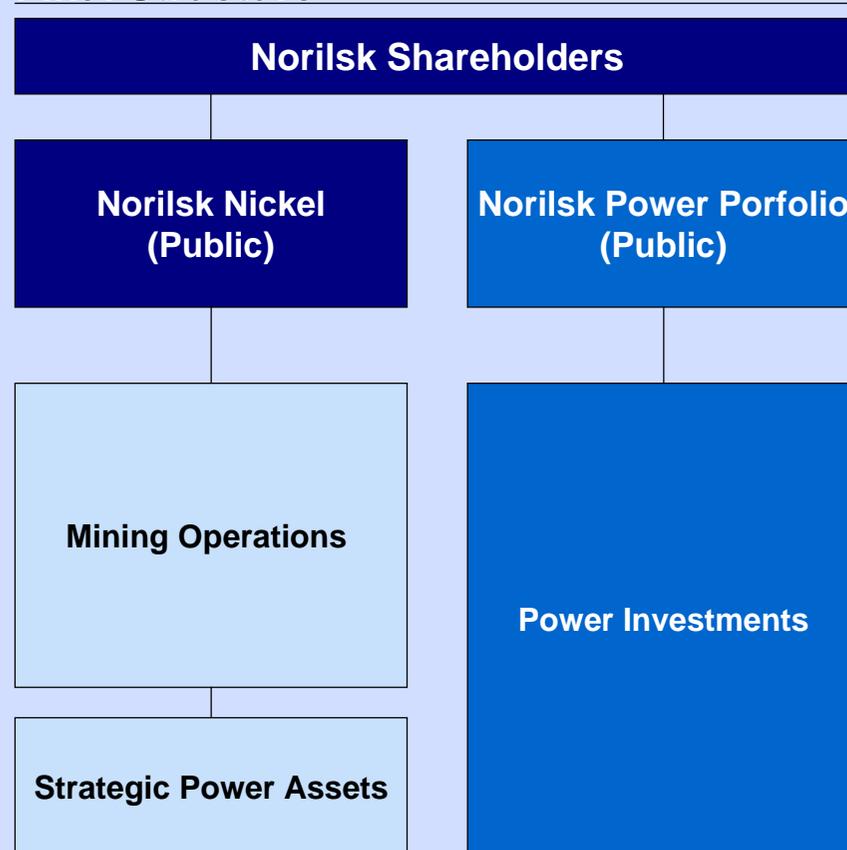


- Power investments are currently held throughout Norilsk, an intermediate restructuring will take place to consolidate its non-strategic power assets into a single subsidiary
- That subsidiary will be spun-off to Norilsk shareholders, retaining strategic power assets within Norilsk

Current Structure



Final Structure



Leading Credit Ratings Amongst Russian Blue Chips



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

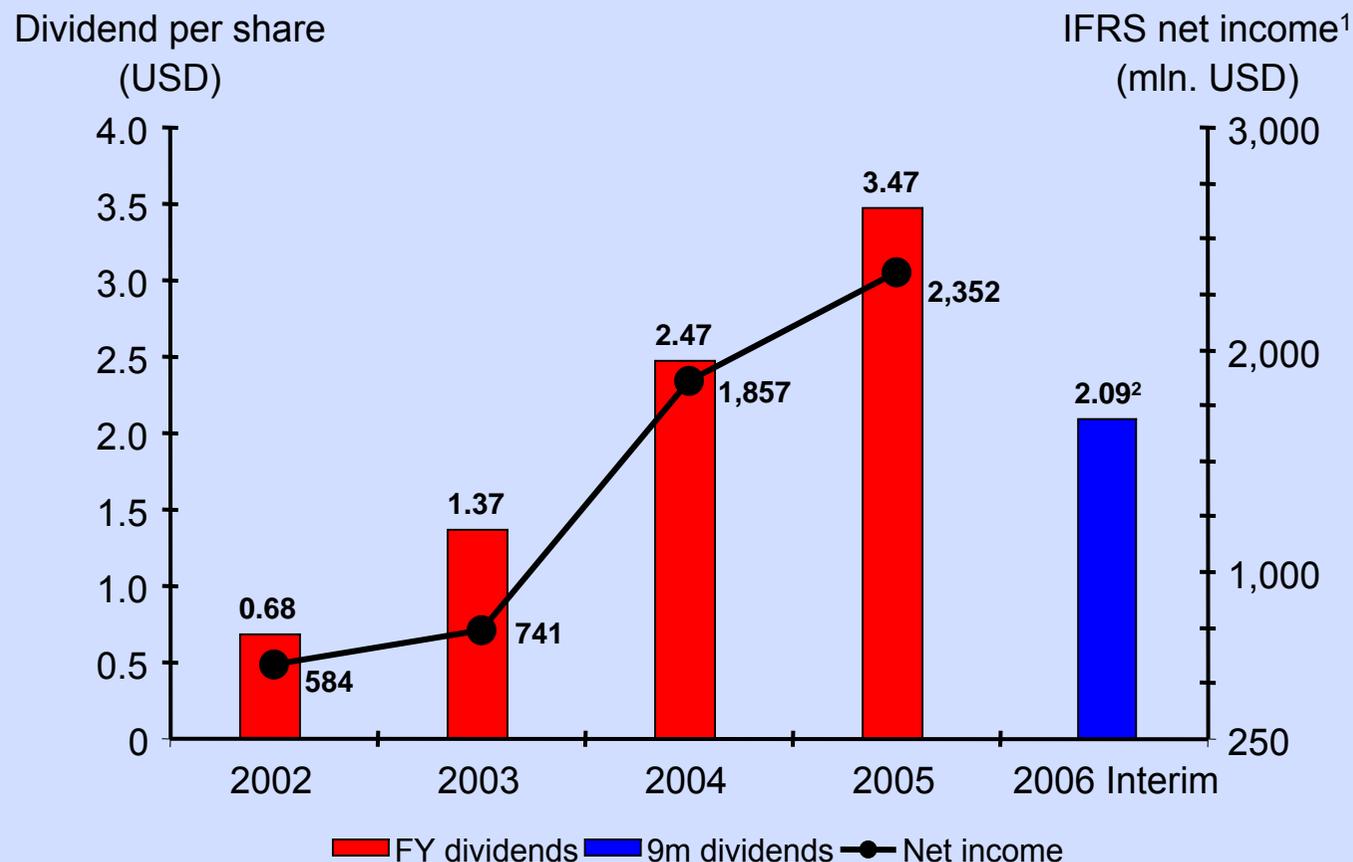
- Norilsk Nickel has one of the highest combined rating amongst Russian private companies
- Norilsk Nickel was the first company to receive investment grade credit ratings in Russia

Dividends Growth



Dividend policy - 20-25% of IFRS net income

Dividends payments and net income



Notes:

(1) Excluding gold mining assets

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



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