Business model

15 aircraft
NordStar

18 helicopters
NORILSK NICKEL

Kola MMC

Norilsk Nickel Harjavalta

6 sea vessels

2 port terminals:
· Murmansk
· Dudinka

Hub in Rotterdam

Shipments to end consumers

Resources and reserves

- Proven and probable reserves
- Measured and indicated resources

	Ni kt	Cu kt	Pd koz	Pt koz
Proven and probable reserves	7.1	12.4	94.4	25.0
Measured and indicated resources	14.3	23.8	197.4	55.8

Ore mined

~**25** mt

Production

217	401	2,780	670

2.3 USD bn	2.3 USD bn	2.3 USD bn	0.6 USD bn	Other 1.6 USD bn

Revenue

17.4%
25.2%
6.8%
9.1 USD bn
p. 149
25.7%
24.9%

Net profit
2.1 USD bn

Investments
2.0 USD bn

Production asset upgrade projects p. 87

Aid to nature reserves p. 141

Electric cars with a new type of batteries p. 32

1,374 sales contracts

396 customers

75% sales to end consumers

Polar Division

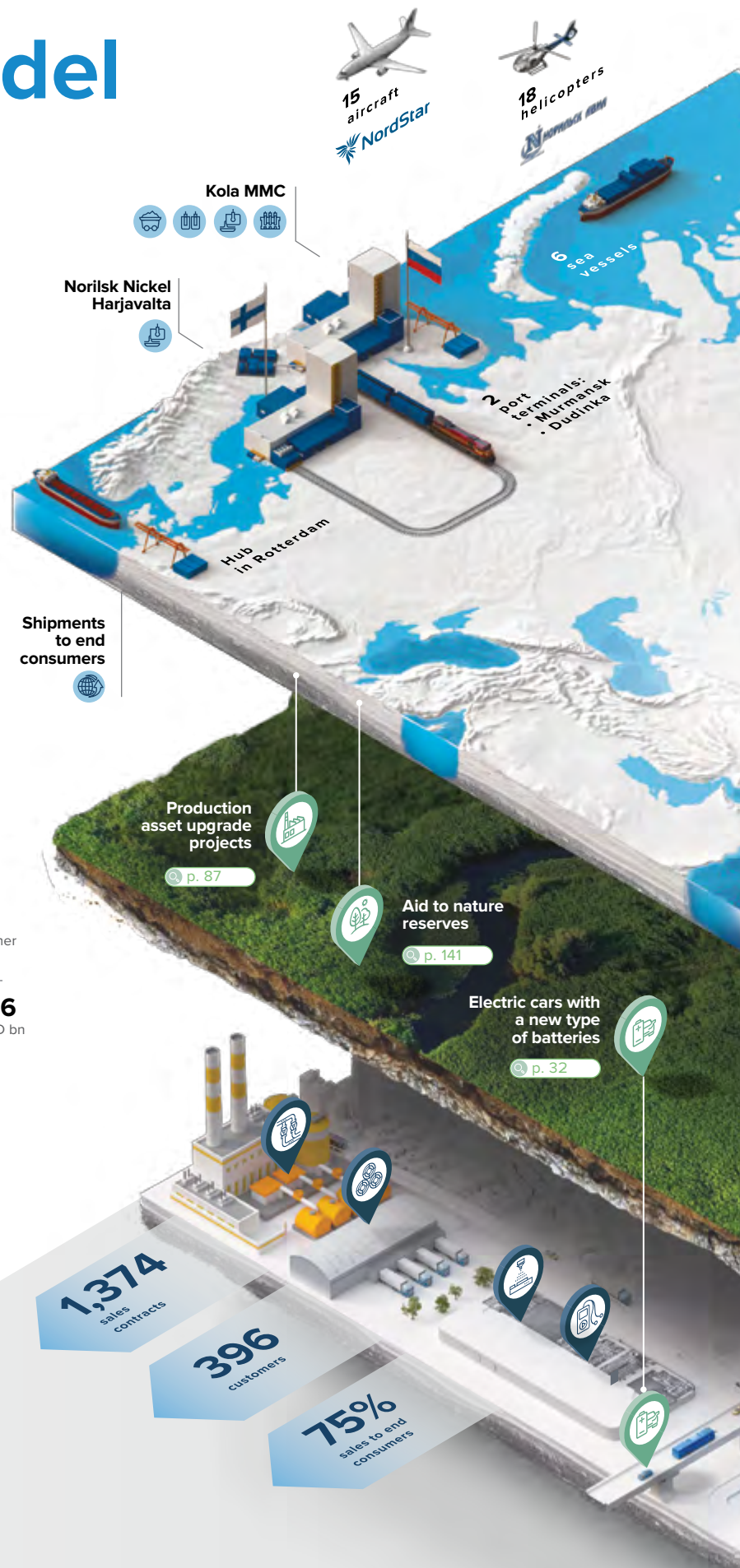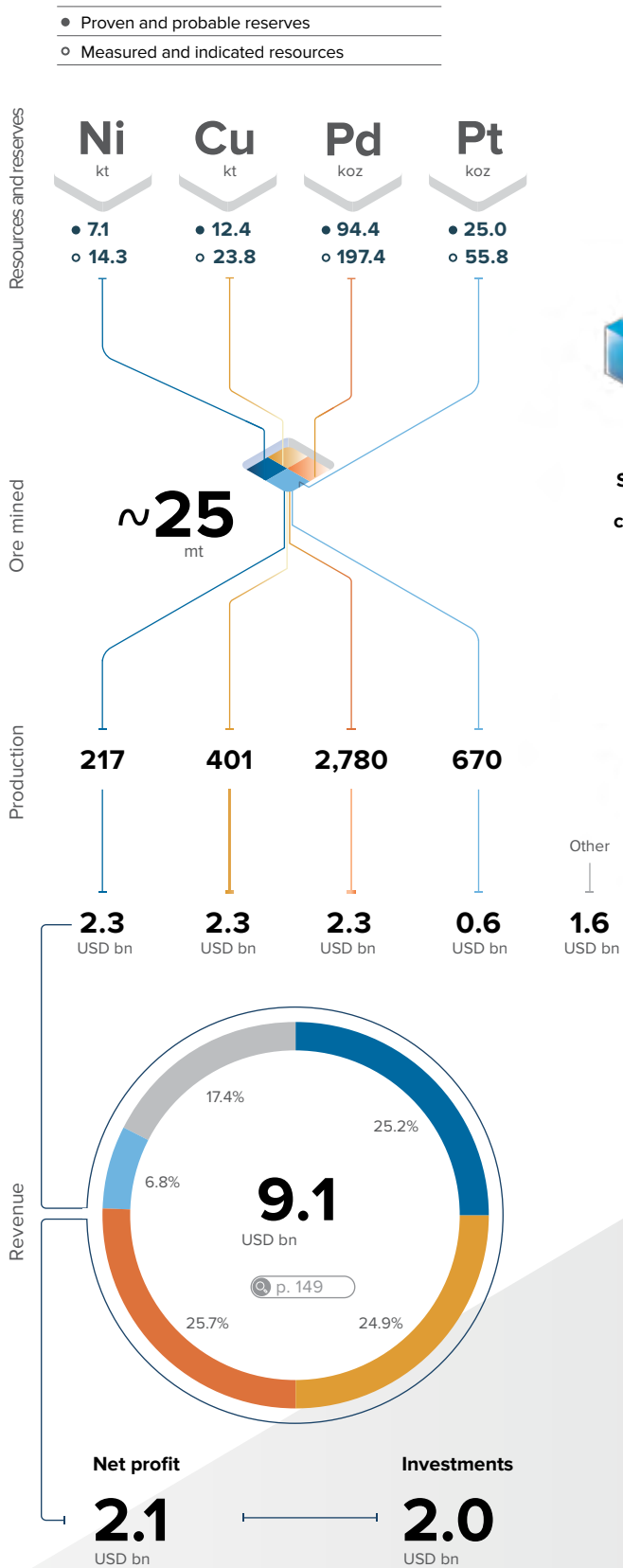**Krasnoyarsk Precious Metals Refinery** (100% state-owned)

Bystrinsky GOK

Foreign assets

Australia Honeymoon Well (licence)

South Africa Nkomati

Operations

Mining
Refining
Concentration
Logistics
Smelting

Production assets structure
🔍 p. 66

555 river vessels

Gas and energy assets

Bystrinsky Transport Division

In 2018–2022, Nornickel will become 'greener' and help others to 'get greener'.

Vladimir Potanin

R&D
🔍 p. 103

Sulphur Project
🔍 p. 90

Catalysts in exhaust gas treatment systems
🔍 p. 46

Positive environmental impact

Product applications

Batteries	Catalysts	Electronics	Medicine	Coins
Ni, Au, Ag, PGM	**PGM**	**Cu, Au, Ag**	**Ni, Cu, PGM, Au, Ag**	

Stainless steel	Coatings	Pipes	Wire	Jewellery
Ni, Co, Mo, Fe	**Ni, Au, Ag**	**Ni, Cu, Co, Mo, Fe**	**Cu**	**Au, Ag, PGM**

Metal sales geography
🔍 p. 100

56% Europe

23% Asia

7% Russia and CIS

14% North and South America
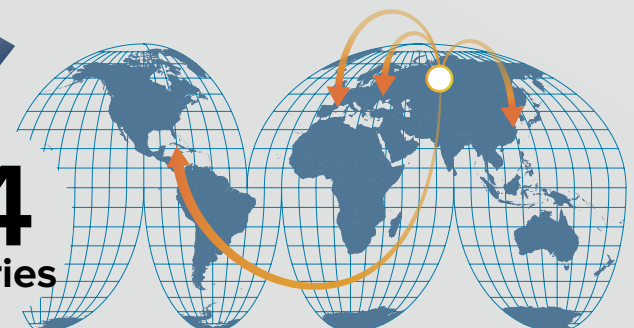
The Group's own global sales network spans over

34 countries