

# The Group structure: main assets<sup>1</sup>

## MINING AND METALLURGICAL

- Polar Division
- Medvezhy Ruchey (100% stake)
- Kola MMC (100% stake)
- GRK Bystrinskoe (50,01% stake)
- Norilsk Nickel Harjavalta Oy (Finland, 100%)
- Nkomati Nickel Mine (South Africa, 50% stake)

## GEOLOGICAL EXPLORATION

- Norilskgeologiya (100% stake)
- Vostokgeologiya (100% stake)
- Intergeoproekt (100% stake)

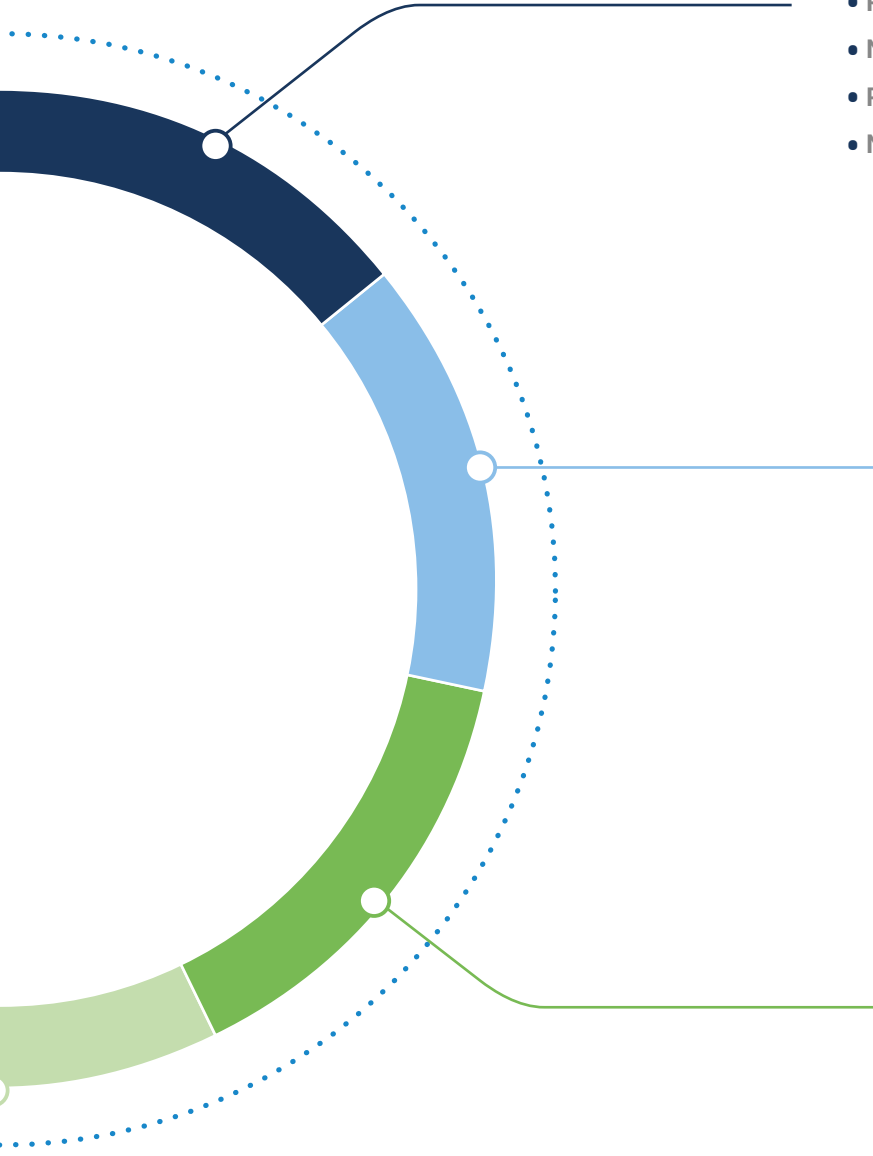
## ENERGY

- Norilskenergo Division
- Taimyrenergo (100% stake)
- NTEK (100% stake)
- Norilskgazprom (100% stake)
- Taimyrgaz (100% stake)
- TTK (100% stake)
- Norilsktransgaz (100% stake)
- Arctic-Energo (100% stake)

## SALES AND DISTRIBUTION

- NORMETIMPEX (100% stake)
- Metal Trade Overseas SA (Switzerland, 100% stake)
- Norilsk Nickel Asia Limited (Hong Kong, 100% stake)
- Norilsk Nickel USA Inc. (USA, 100% stake)
- Norilsk Nickel Metal Trading Co., Ltd. (China, 100% stake)

<sup>1</sup> Ownership in subsidiaries (direct and indirect) is indicated from the authorised capital.



## SUPPORTING BUSINESS

- Norilsk Support Complex (100% stake)
- Polar Construction Company (100% stake)
- Norilsknickelremont (100% stake)
- Pechengastroy (100% stake)
- Nornickel – Shared Services Centre (100% stake)

## RESEARCH

- Gipronickel Institute (100% stake)

## TRANSPORT

- Polar Transport Division
- Murmansk Transport Division
- Arkhangelsk Transport Division
- Arkhangelsk Transport Division
- Bystrinsky Transport Division
- Yenisey River Shipping Company (81,99% stake)
- Krasnoyarsk River Port (89,3% stake)
- Lesosibirsk Port (51% stake)
- Norilsk Airport (100% stake)
- NordStar Airlines (100% stake)
- Norilsk Avia (100% stake)