



We believe in stronger demand for our products going forward and deem it necessary to put together a portfolio of growth projects. During the next few years, we will be exploring potential development of the Southern Cluster, further expansion of Talnakh Concentrator, and the joint project with Russian Platinum to develop disseminated ore fields in the southern part of the Norilsk Industrial District.

**Vladimir POTANIN**  
President of Nornickel

# GEOGRAPHY

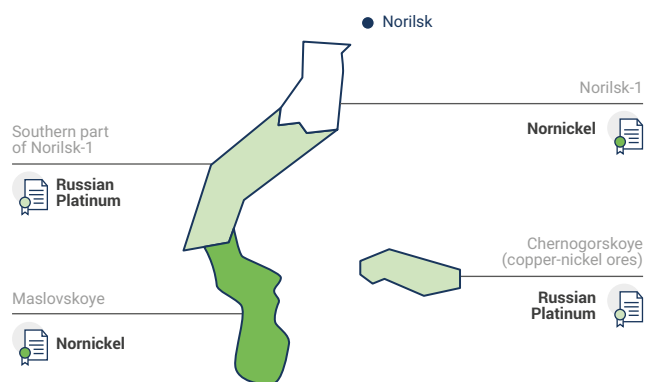
## DEVELOPING THE REGIONS OF OPERATION

### Development of the ore mining base



#### Arctic Palladium – JV with Russian Platinum

As part of the project, Nornickel and Russian Platinum signed a framework agreement on strategic partnership. The partners' contributions to the JV's authorised capital comes in the form of a licence to develop the Maslovskoye Deposit held by Nornickel and a licence to develop the southern part of the Norilsk-1 Deposit and the Chernogorskoye Deposit held by Russian Platinum. The three licence blocks included in the JV perimeter lie in close proximity and are highly complementary in geology and logistics.



#### Prospective site – developing disseminated ores in the northern part of Norilsk-1

The Southern Cluster project is set to give new life to the mature deposit. The existing infrastructure will enable the Company to start stripping as early as in 2019, with the first batch of ore to be mined in 2021–2022. At the first stage, production will be ramped up by expanding the pit (open-pit operations), and at the second stage – through underground mining. The Southern Cluster also includes secondary resources accumulated at tailings pit No. 1 since 1940s.



#### Specially protected areas

The Company's Polar Division is located some 80–100 km away from the buffer zone of the Putoransky Reserve (Krasnoyarsk Territory), while Kola MMC's sites are only 10–15 km away from the Pasvik and the Lapland nature reserves (Murmansk Region). Bystrinsky GOK lies 50 km away from the Relict Oaks State Reserve (Trans-Baikal Territory). They are zones untouched by human activities, with their flora and fauna living in harmony with nature. Nornickel assists the local communities and government authorities in effectively protecting and exploring these ecosystems.



#### Social initiatives for local communities

The World of New Opportunities, a charity programme, seeks to create propitious conditions and opportunities for sustainable development across the Company's footprint. The programme covers the Krasnoyarsk Territory (Norilsk, Taimyrsky Dolgano-Nenetsky Municipal District) and the Murmansk Region (Monchegorsk and Pechengsky District). The Company supports public initiatives and makes sure to impart new skills in social project management to local communities. The programme embraces several major initiatives, such as Academy for Social Partnership and Development, Socially Responsible Initiatives Competition, We Are the City! social technologies forum, Social Entrepreneurship training, FabLab R&D creativity laboratories, and the Arctic Wave festival of R&D discoveries.



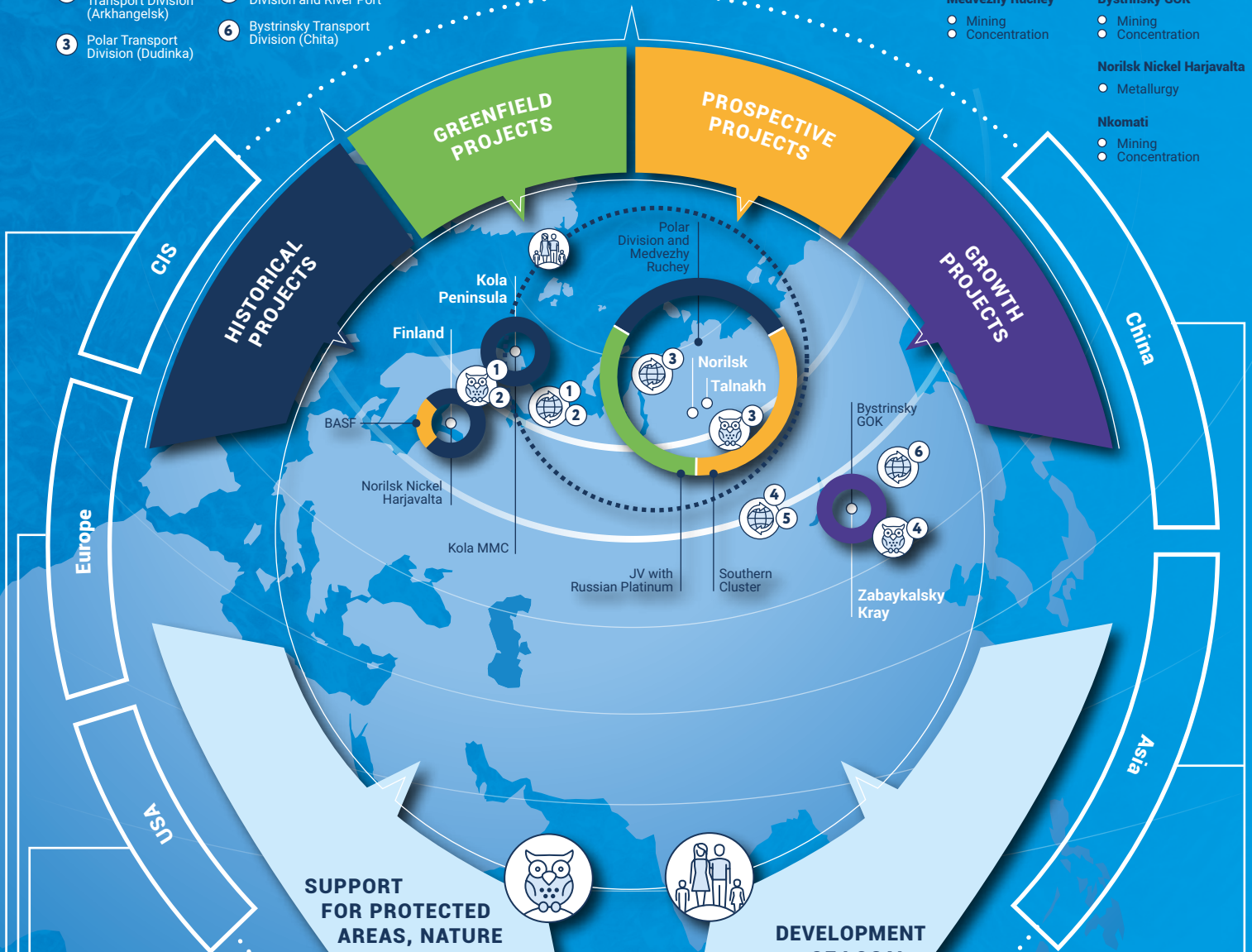
## LOGISTICS HUBS

- 1 Murmansk Transport Division (Murmansk)
- 2 Arkhangelsk Transport Division (Arkhangelsk)
- 3 Polar Transport Division (Dudinka)
- 4 Lesosibirsk Port, Yenisey River Shipping Company (Lesosibirsk)
- 5 Krasnoyarsk Transport Division and River Port
- 6 Bystrinsky Transport Division (Chita)

## CORE OPERATIONS

- Polar Division**
  - Mining
  - Concentration
  - Metallurgy
- Medvezhy Ruchey**
  - Mining
  - Concentration
- Kola MMC**
  - Mining
  - Concentration
  - Metallurgy
- Bystrinsky GOK**
  - Mining
  - Concentration
- Norilsk Nickel Harjavalta**
  - Metallurgy
- Nkomati**
  - Mining
  - Concentration

## Prospective sales markets



## SUPPORT FOR PROTECTED AREAS, NATURE RESERVES AND PARKS

- 1 Pasvik
- 2 Lapland Biosphere Reserve
- 3 Putoransky Reserve
- 4 Relict Oaks Reserve

## DEVELOPMENT OF LOCAL COMMUNITIES

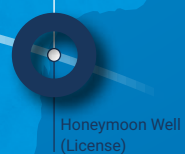
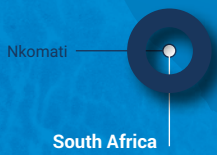
World of New Opportunities charitable programme

**Asia-China**  
China 6 Standard forces car manufacturers to boost per unit PGM loadings

**USA**  
With stricter emission regulations in place, Pd autocatalyst loadings are expected to increase despite the trend towards smaller engines

**Europe**  
Partnership with BASF to produce battery materials for the European automotive market

**CIS**  
The CIS alloy market is expected to grow in line with the rising global demand for stainless steel



**COMPREHENSIVE DEVELOPMENT ACROSS ALL GEOGRAPHIES AS THE KEY FOR ACHIEVING LONG-TERM GOALS**