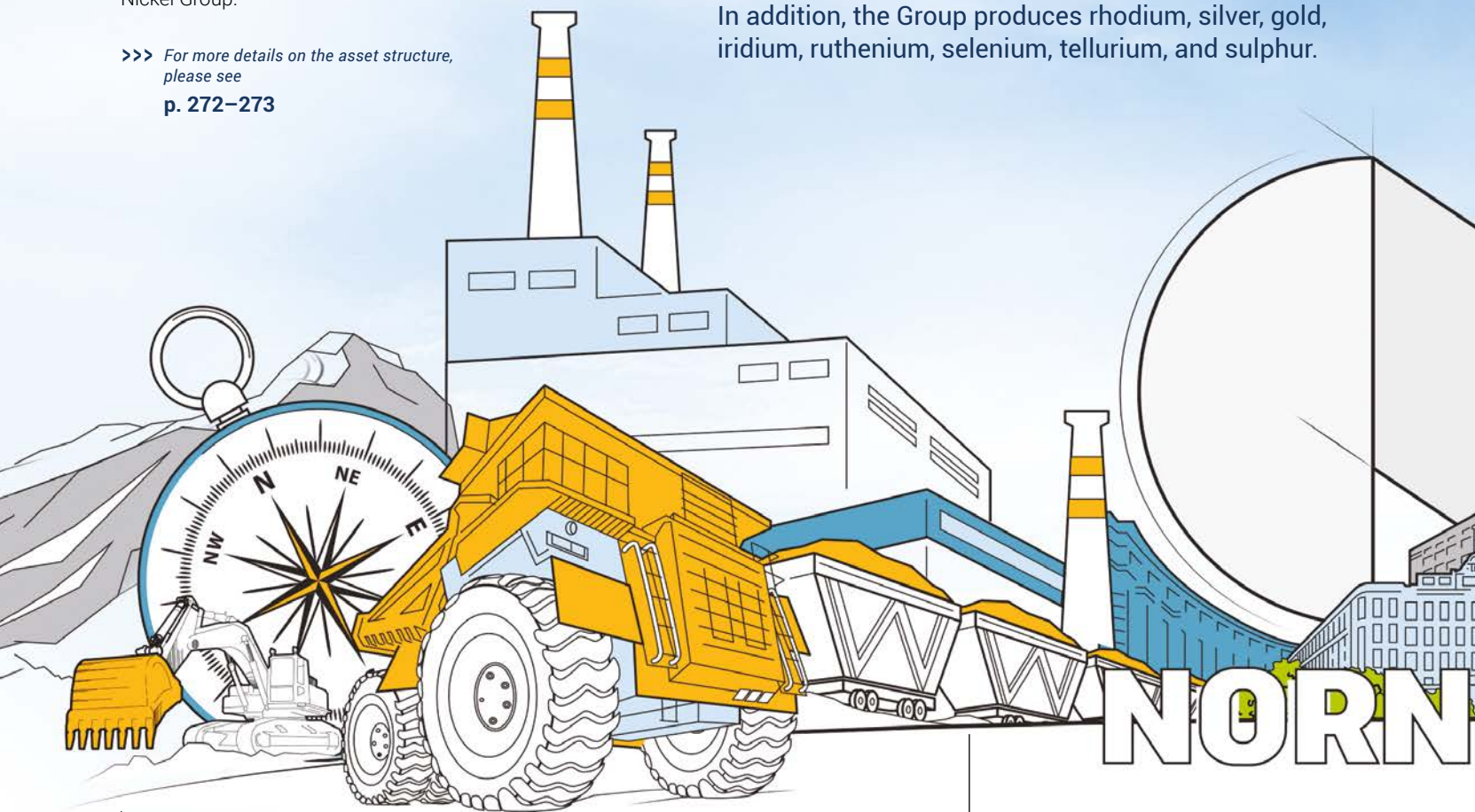


# Company profile

The Norilsk Nickel Group includes MMC Norilsk Nickel (Nornickel or the Company) and its subsidiaries. MMC Norilsk Nickel is the core (parent) company of the Norilsk Nickel Group.

>>> For more details on the asset structure, please see p. 272–273

**The Norilsk Nickel Group (the Group)** is Russia's leading metals and mining company, the largest palladium and refined nickel producer in the world, and a major producer of platinum, copper and cobalt. In addition, the Group produces rhodium, silver, gold, iridium, ruthenium, selenium, tellurium, and sulphur.



EXPLORATION

MINING

PROCESSING OF MINERALS

## Mineral resources<sup>1</sup>

Nornickel exploits a unique mineral resource base of Tier I mining assets representing one of the world's richest reserves of metals based on size and relative grades. Moreover this resource base is virtually unrivalled in terms of the range of metals such as nickel, copper and a full range of PGMs and other precious metals.

Measured and indicated resources

Proven and probable reserves

**785 mt of ore**

6.9 mt of nickel  
12.1 mt of copper  
3.8 kt of PGM  
(123 moz)

**2,209 mt of ore**

15.3 mt of nickel  
23.5 mt of copper  
8.2 kt of PGM  
(263 moz)

>>> For more details on the Company's reserves and resources, please see p. 276–277

<sup>1</sup> The Company's reserves and resources as at 31 December 2018 are reported according to the JORC Code, include wholly owned international assets and exclude mineral deposits in Chita region.

## The Group's assets

**Russia.** Polar Division, Medvezhy Ruchey (100% stake), Kola MMC (100% stake), GRK Bystrinskoe (Bystrinsky GOK, 50.01% stake).

**Finland.** Norilsk Nickel operates Norilsk Nickel Harjavalta (100% stake), a nickel refinery facility that was acquired by the Group in 2007. The refinery is fully integrated into the Group's production flow, processing the Group's Russian feedstock.

**South Africa.** The Group owns 50% of Nkomati, which operates a nickel mine of the same name. The co-shareholder of the company is African Rainbow Minerals.

34 The Company's products are distributed to countries across the globe

### COMPANY'S MISSION

Through the efficient use of natural resources and equity, we supply mankind with non-ferrous metals, which make the world a more reliable place to live in and help people realise their aspirations for development and technological progress.



# NICKEL

Nornickel's ranking in the global metals industry MARKET SHARE<sup>2</sup>

- No. 1** in palladium (39%)
- No. 1** in nickel refined (23%)
- No. 4** in platinum (10%)
- No. 4** in rhodium (8%)
- No. 8** in cobalt (3%)
- No. 11** in copper (2%)

<sup>2</sup> Market share of palladium, nickel, platinum and rhodium calculated on the basis of production refined metals and of the copper and cobalt – the basis of metals contained in ore mined.

In addition to the production facilities, the Group operates:



Captive global sales network



Fuel and energy assets



A wide range of R&D facilities



River fleet, river and sea port terminals, and a unique Arctic cargo sea fleet

>>> For more details on environmental program, please see p. 129–140

## Nornickel implements an unprecedented environmental program aimed at improving the environmental situation in Russia and in the world