

# SALES AND DISTRIBUTION

In 2019, Nornickel maintained its long-standing reputation as a reliable supplier of high-quality products. The integrated index of customer satisfaction with the Company's products and services matched the target level.

As a top global producer of base and platinum group metals, Nornickel sees its role as leading the industry on building an improved ecosystem for all market players and to this end launched a project to digitise all metal sale contracts in 2019.

The Company supplies its products to 37 countries and has products registered for delivery against contracts at the London Metal Exchange and the Shanghai Futures Exchange. Registration at the world's top exchanges ensures the liquidity and premium pricing for the Company's products.

## PRODUCT RANGE

One of Nornickel's objectives is to make sure its product range matches the current and anticipated global metals demand.

Nickel product diversification is a priority in developing the product range as the Company is implementing a range of initiatives to enhance and expand its existing product range, with a particular focus on changes in the metals demand structure, including the rapid growth in the share of the electric vehicles and batteries. In particular, Nornickel continues active interactions with the battery sector players to expand its product range to meet the new requirements for shape and quality emerging in the market.

Norilsk Nickel Harjavalta is recognised as one of world's foremost producers of nickel used to make precursors (semi-products essential for manufacturing the cathode material that forms part of batteries). Norilsk Nickel Harjavalta's nickel and cobalt sulphates are considered the industry benchmark and are widely used in battery manufacturing. Norilsk Nickel Harjavalta is uniquely flexible when it comes to manufacturing various shape products, which enables it to factor in consumer preferences in developing its product portfolio.