

# BUSINESS MODEL



GLOBAL ASSET MAP

## NORILSK NICKEL HARJAVALTA

Finland

Share in total production

Ni 27% Cu 3% PGMs 2%

## KOLA MMC

Kola Peninsula

Share in total production

Ni 73% Cu 17% PGMs 62%

## POLAR DIVISION AND MEDVEZHNY RUCHEY

Taimyr Peninsula

Share in total production

Cu 71% PGMs 36%

## NKOMATI

South Africa

The Group owns

50%

of Nkomati, which operates a nickel mine of the same name

In 2019, the Group and its operating partner, African Rainbow Minerals, reached an agreement to scale down production at Nkomati Nickel Mine during 2020. As part of this process, the partners will elaborate in due course a plan contemplating the cessation of the mining operations and the placing of the mine in care and maintenance.

# WHAT WE DO



**GRK BYSTRINSKOYE**  
Zabaykalsky Region

Share in total production

Cu 9%

## Greenfield project

Nornickel's new copper, gold and iron concentrate project launched in 2019



**HONEYMOON WELL**  
Australia

Nornickel holds a licence to develop the Honeymoon Well project, which includes deposits of disseminated nickel sulphide ores.

The asset is slated for sale.

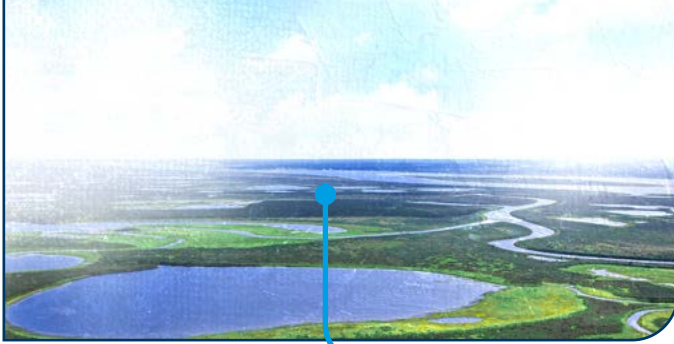
# WHERE WE OPERATE

Proven and probable reserves

**673**  
mln t

## Polar Division and Medvezhy Ruchey

Taimyr Peninsula



Proven and probable reserves

**85**  
mln t

## Kola MMC

Kola Peninsula



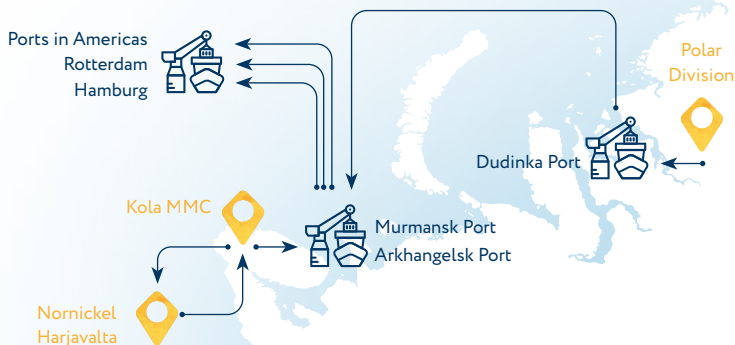
Ore output:  
26 Mtpa  
Reserve life:  
30 years

### Sales

In 2019, Nornickel maintained its long-standing reputation as a reliable supplier of high-quality products, shipping products to 37 countries and products registered for delivery against contracts at the London Metal Exchange and the Shanghai Futures Exchange.

### Sales network:

- **Metal Trade Overseas A.G.**  
Switzerland, Zug
- **Norilsk Nickel Asia Ltd.**  
China, Hong Kong
- **Norilsk Nickel Metals Trading (Shanghai) Co., Ltd.**  
China, Shanghai
- **Norilsk Nickel USA**  
USA, Pittsburgh



### Transport assets

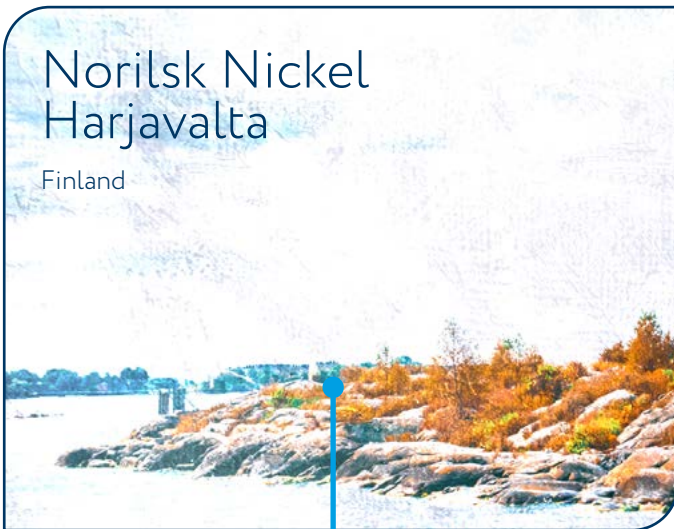
Nornickel owns a modern transport infrastructure capable of handling most challenging freight logistics tasks and ensuring continuity and sustainability of operations. It includes sea, river, rail and aircraft fleets as well as logistics hubs



1/ According to the Russian classification (A + B + C1 + C2).

# Norilsk Nickel Harjavalta

Finland



Proven and probable reserves

**316**  
mln t<sup>1</sup>

Ore output:  
10 Mtpa

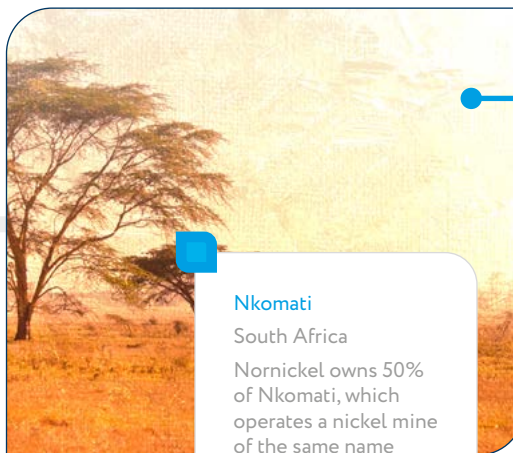
# GRK Bystrinskoye

Zabaykalsky Region



### Honeymoon Well

Australia  
Nornickel holds a licence to develop the project



### Nkomati

South Africa  
Nornickel owns 50% of Nkomati, which operates a nickel mine of the same name

OTHER MINING ASSETS

OTHER NON-METALLURGICAL ASSETS

Proven and probable reserves

**8**  
mln t

## International assets

### Energy assets

Nornickel owns an integrated network of energy assets, comprising four gas fields, three thermal power plants, and two hydropower plants as well as gas pipelines and power lines, all located within the Norilsk Industrial District

# WHAT WE DO

## REVENUE FROM METAL SALES, USD MLN

Ni

nickel

Cu

copper

Pd

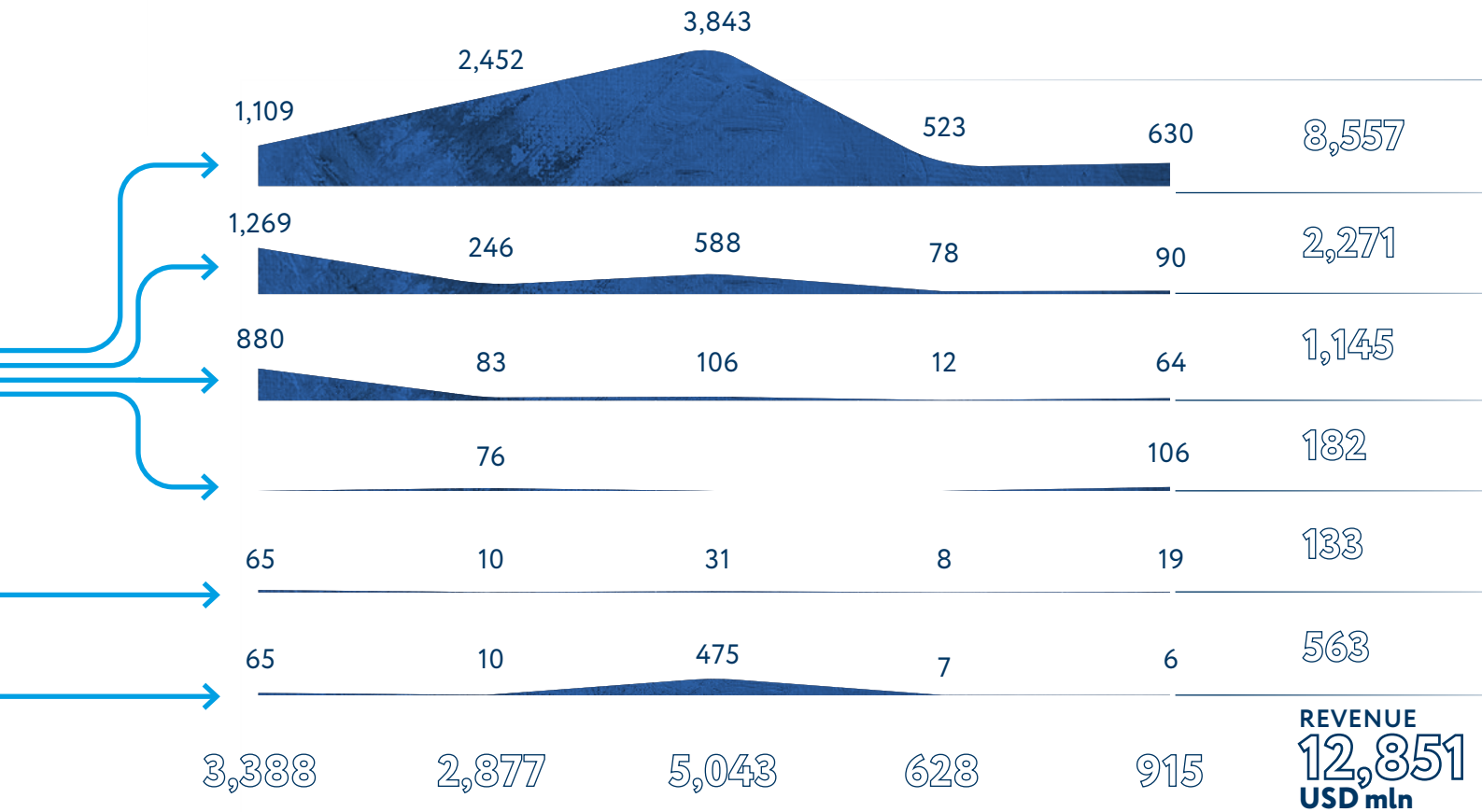
palladium

Pt

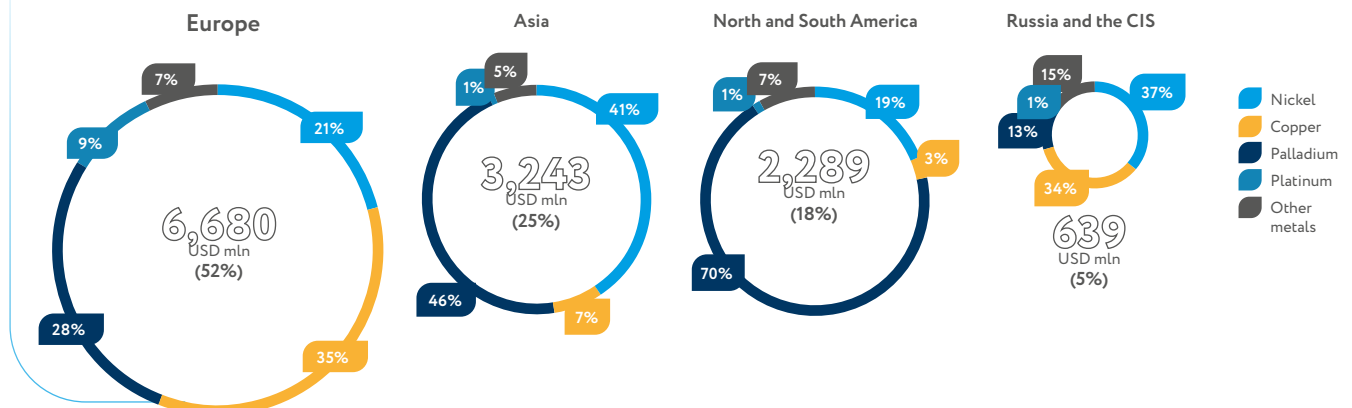
platinum

Other metals

Total



## GROUP REVENUE FROM METAL SALES TO END USERS



## VALUE CREATION FOR STAKEHOLDERS



### SHAREHOLDER RETURNS

Dividends paid in 2019

**4.1**  
USD bn

Dividend yield in 2019

**14.9%**



### SOCIAL PERFORMANCE

LTIFR in 2019

**0.32**

Average monthly pay

**2,000**  
USD

Tax payments

**3**  
USD thousand

Social investments

**278**  
USD mln



### ENVIRONMENTAL PERFORMANCE

GHG emissions  
(Scope 1 + 2)

**9.9**  
mln t

Percentage of reused  
and recycled water

**87%**

Share  
of renewables

**45%**

Percentage  
of non-hazardous waste

**96%**

EBITDA  
**7,923**  
USD mln

NET PROFIT  
FOR THE YEAR  
**5,966**  
USD mln

## Global Palladium Fund L.P.

Financial platform to engage major holders of existing palladium stockpiles and boost industrial demand for palladium