Norilsk Division (Polar Division and

Energy Division

Norilsk Avia

Norilsk Airport

Medvezhy Ruchey)

Polar Transport Division

10.3%

products

the Company's share

28 COUNTRIES

consume the Company's

of Russia's metals production

Footprint

Nornickel enterprises are focused on the exploration, mining, and processing of minerals, as well as the production and sale of non-ferrous and precious metals.

The Group's operations are managed and coordinated by its parent company, PJSC MMC NORILSK NICKEL, incorporated in Dudinka, Krasnoyarsk Territory. The Company's Head Office is based in Moscow.

Norilsk Nickel Harjavalta Oy Finland

Arkhangelsk Transport
Division

Murmansk Transport

Kola Division (Kola MMC)

Division

NORMETIMPEX

Q Gipronickel

Institute

Operations

Energy

Transport and logistics

Q Research

Sales

Metal Trade Overseas SA (Switzerland)

Norilsk Nickel Asia
Ltd (Hong Kong)

Norilsk Nickel Metals Trading (Shanghai) Co., Ltd. (China) Metal revenue by sales market, %

Leading to the sale of the sale

10%

Americas

12% Russia and the CIS

Yenisei River Shipping Company

• Lesosibirsk Port

Krasnoyarsk Transport Division

Krasnoyarsk River Port

Trans-Baikal Division

Bystrinsky Transport Division

The Group's major production assets are located in Russia: on the Taimyr Peninsula (Norilsk Division), on the Kola Peninsula (Kola Division), and in the Zabaykalsky Territory (Trans-Baikal Division).

The Group also has an R&D facility based in Saint Petersburg, with branches in Norilsk and Monchegorsk. Other Group entities include geological and energy enterprises, transport logistics entities with port terminals and a unique Arctic sea fleet, as well as a number of other auxiliary units. The Group operates a global captive sales network to distribute its products across the world.

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