

Assets

The Group's production divisions are situated on three continents in five countries – Russia, Australia, Botswana, Finland, and the SAR. The Group's key production divisions are in Russia and are vertically integrated. The two main production platforms in the Russian Federation include:

- The Zapolarny Branch of OJSC MMC Norilsk Nickel (hereafter referred to as the Zapolarny Branch or ZB),
- OJSC Kola Mining and Metallurgical Company (hereafter referred to as OJSC Kola MMC, Kola MMC, or KMMC).

The company's Zapolarny Branch is situated on the Taimyr Peninsula, which is part of the Krasnoyarsk Territory, beyond the Zapolarny Circle. The branch is connected with other regions of the country via the Yenisei River and Northern Sea Route, as well as air transport.

Kola MMC, which is situated on the Kola Peninsula, is the leading production complex of the Murmansk Region and is integrated into the transport infrastructure in the Northwest Federal District.

The Company's development strategy, which was presented in the autumn of 2013, focuses on first-class assets, developing the full potential of the Group's Russia-based enterprises, doubling investments in geological exploration, and controlling investment.

The Group also includes the Gipronikel Research Institute located in St. Petersburg, with branches in Norilsk and Monchegorsk.

MMC Norilsk Nickel has its own global network of representatives and sales offices in Russia, Great Britain, China, the U.S., and Switzerland.

MMC Norilsk Nickel is the largest mining and metallurgical company in Russia. In 2013, Norilsk Nickel Group's enterprises had an average staff of 85,000 employees, including 2,000 employees of foreign assets.

Largest shareholders , %

The main activities of OJSC MMC Norilsk Nickel

(hereafter referred to as MMC Norilsk Nickel, Norilsk Nickel, the Company, the Group, the Group enterprises) are searching for, exploring, extracting, enriching, and refining minerals, as well as the production, marketing, and sale of non-ferrous and precious metals.

MMC Norilsk Nickel is the world's largest producer of nickel and palladium and one of the largest producers of platinum and copper. In addition, the Company produces cobalt, chromium, rhodium, silver, gold, iridium, ruthenium, tellurium, sulphur, and sulphuric acid.

The shares in free circulation have increased from

c 26% to 31% of authorised capital

The Company's Main Assets

Zapolarny Branch: Value Chain

Kola:
Value Chain

