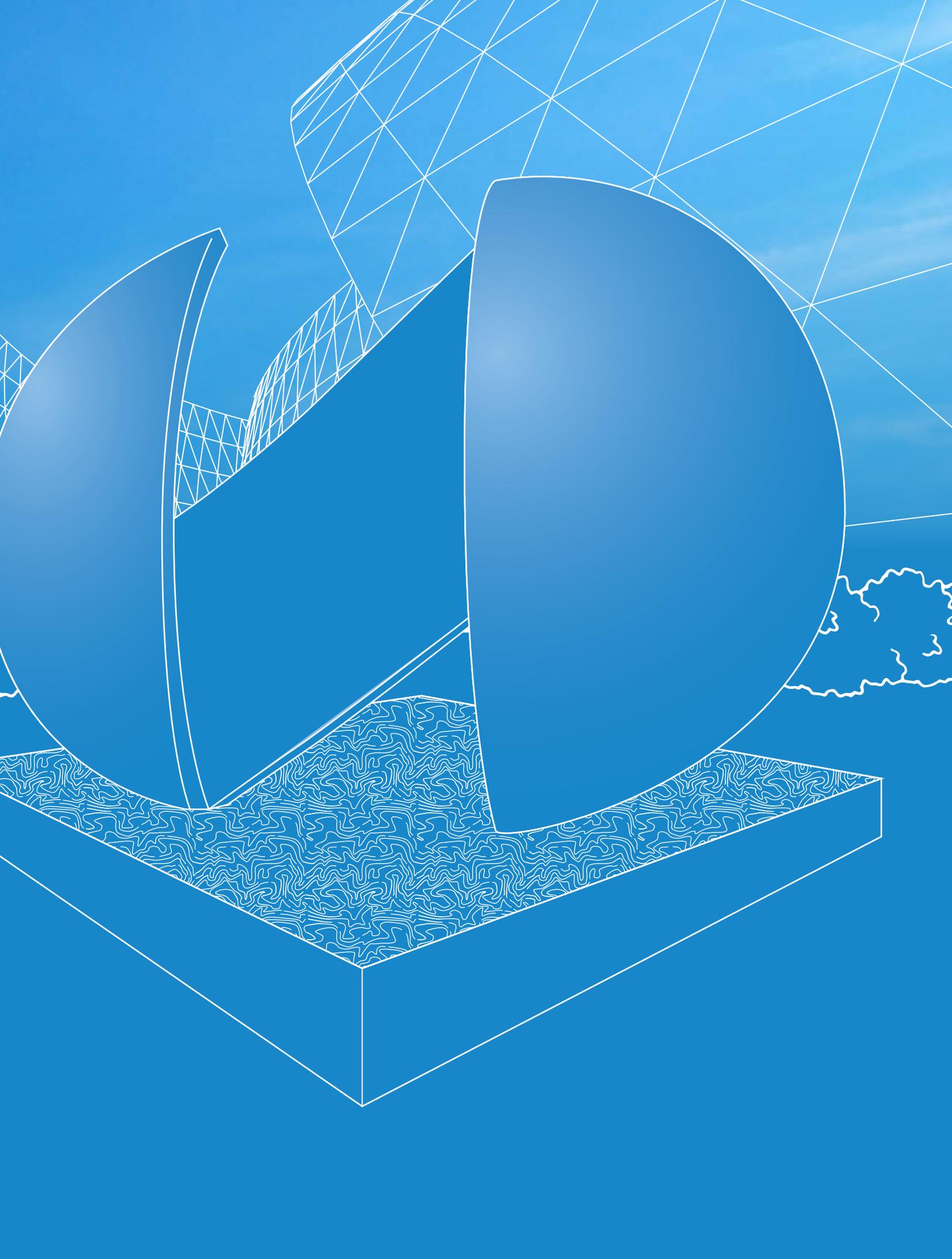


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Company overview

> Company profile	4
> Key highlights	6
> 2018 milestones	8
> Geography	10
> Business model	12



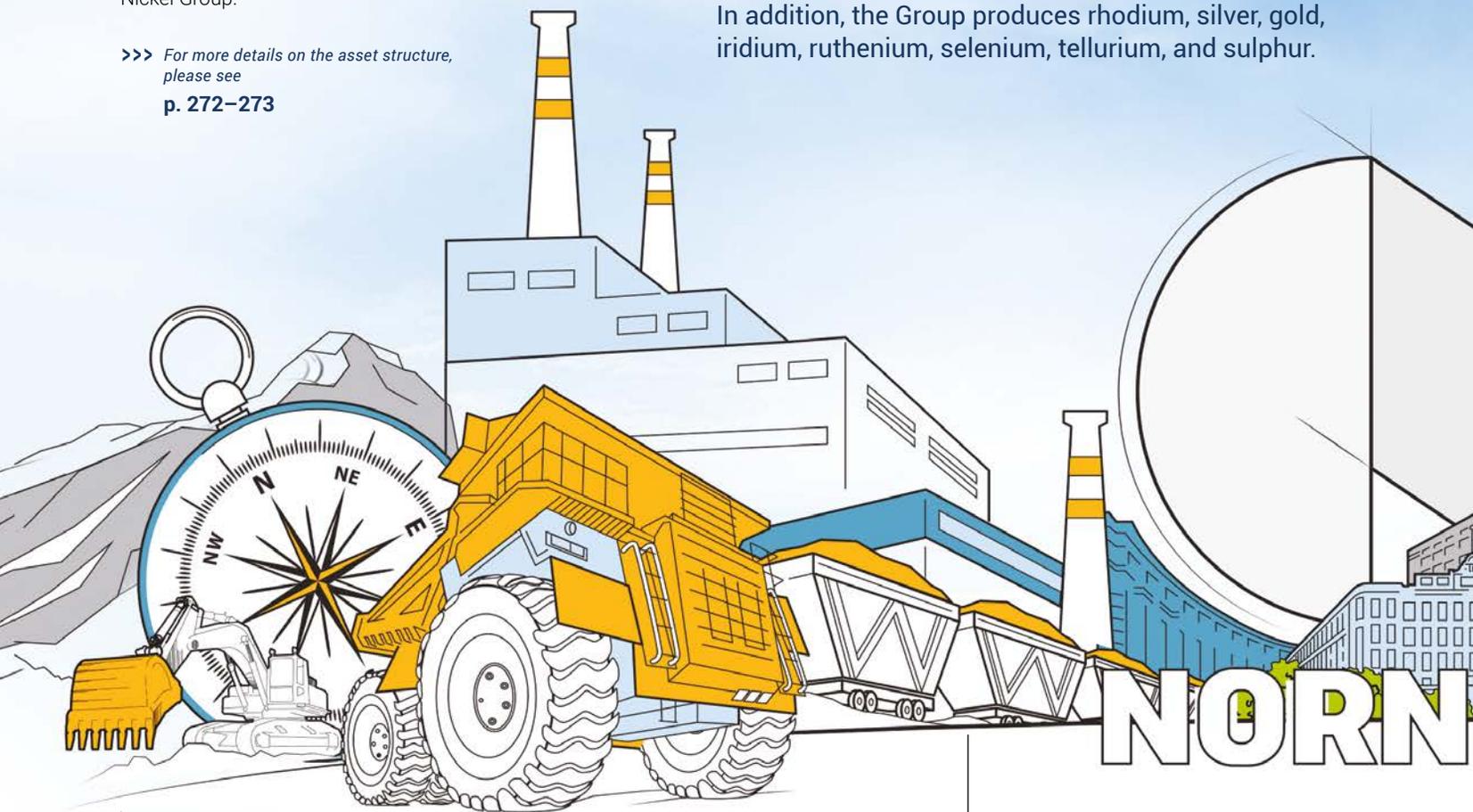


Company profile

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.



NORN

EXPLORATION

MINING

PROCESSING OF MINERALS

Mineral resources¹

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

¹ 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.



NORNICKEL

Nornickel's ranking in the global metals industry MARKET SHARE²

- 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%)

² 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

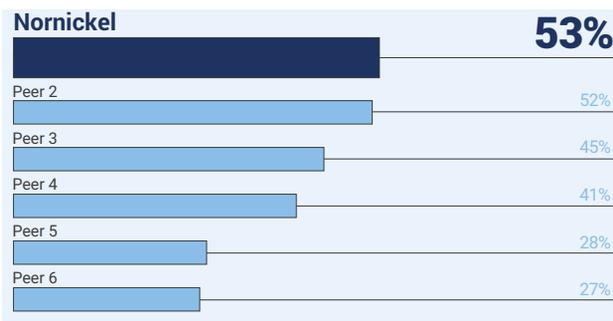
>>> For more details on environmental program, please see p. 129–140

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

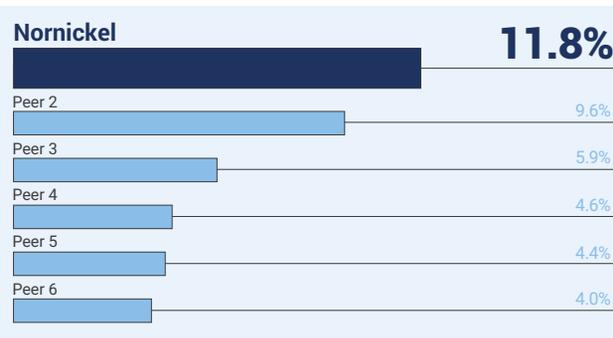
KEY HIGHLIGHTS

The year 2018 was marked by a favourable macro environment and a strong operating performance. The markets of almost all our core commodities except for platinum posted strong price gains, cost inflation was subdued as domestic inflation in Russia was low. Nornickel increased copper and palladium sales volumes by approximately 20% as well a realized tangible results from operating cost savings due to the implementation of a long-term efficiency program, including digitalization projects. Nornickel also generated maiden EBITDA of almost USD 100 million from its newly commissioned Bystrinskoye copper project.

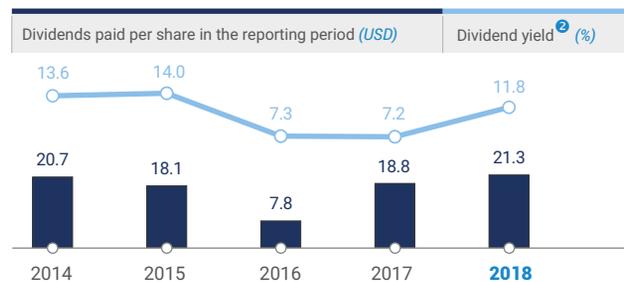
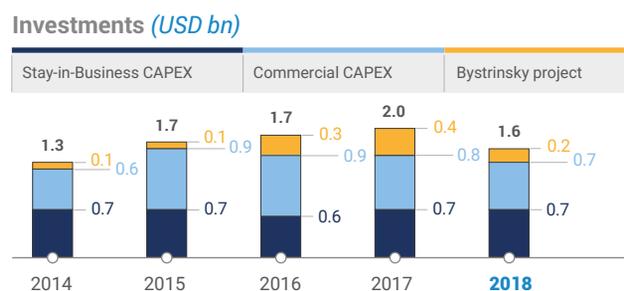
Global industry leading EBITDA margin in 2018¹



Global industry leading dividend yield in 2018¹



FINANCIAL HIGHLIGHTS

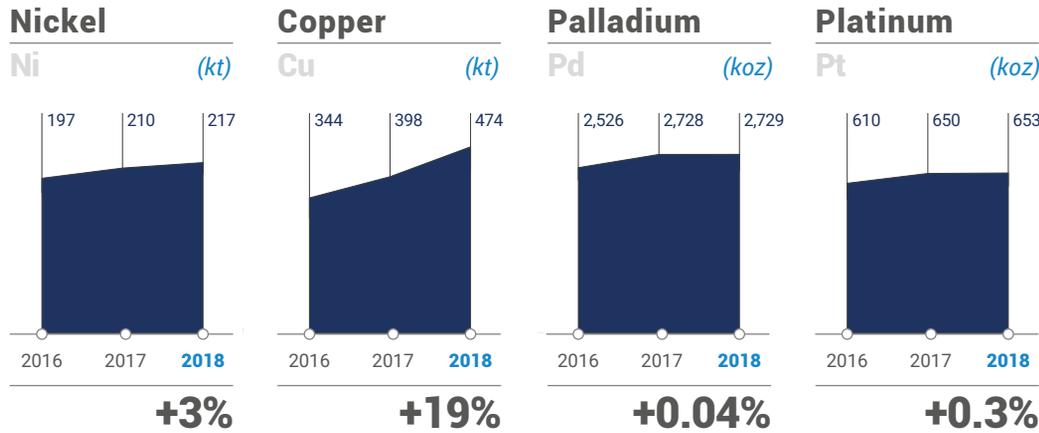


>>> For more details on financial results, please see the Financial Results (MD&A) section and IFRS Financial Statements on p. 102–113, 222–269

¹ Peer group includes Anglo American, BHP, Glencore, Rio Tinto, Vale.
² Dividend yield for each calendar year was calculated using the amount of dividends recommended by the Board of Directors for this calendar year and the average ADR price for this year according to Bloomberg.

OPERATING HIGHLIGHTS

Volumes of core metals from own Russian feed



>>> For more details on the Company's operating performance, please see the Historical Operating performance section on p. 274

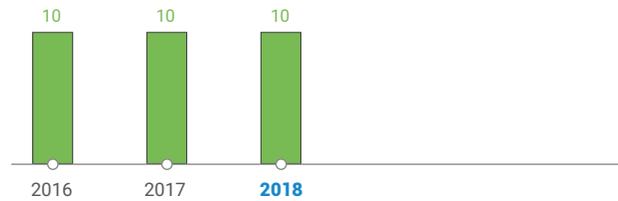
Medium-term production outlook is available in the 2018 strategy update presentation (slide 28) disclosed on Nornickel's website at https://www.nornickel.com/upload/iblock/88f/20181117_Strategy_Update_2018_FINAL_ENG.pdf



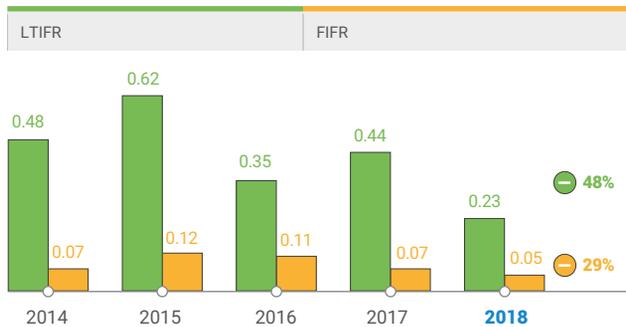
SUSTAINABLE PERFORMANCE HIGHLIGHTS

Nornickel has started the second phase of its environmental programme and launched infrastructure upgrades, digitalisation of data and other initiatives which comply and support with the long term national strategic priorities set by the Russian Federal Government.

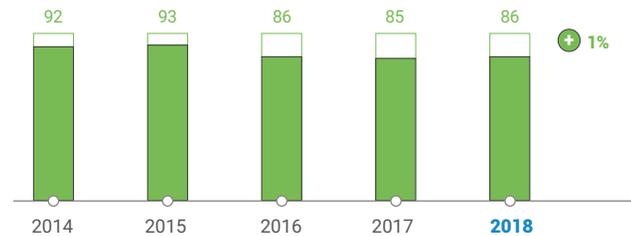
GHG emissions (mt)



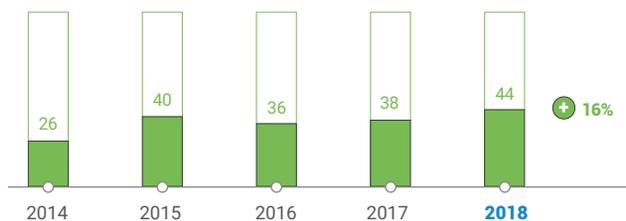
Total number of accidents (%)



Water reused (%)



Electric power generated from renewable sources (%)



SO₂ emissions (mt)



Global ESG initiatives



>>> For more details on the Company's sustainability ratings, please see the Strategic Priorities section on p. 20-27

2018 MILESTONES



↑↑↑ Baa3

CREDIT RATING UPGRADE

Moody's upgraded Nornickel's credit rating to Baa3 (investment grade) and raised its outlook to positive. The Company's credit ratings from all the three international rating agencies (Fitch, Moody's and S&P Global) currently qualify as investment grade.

>>> For more details on the initiative, please see p. 212



NORNICKEL AND RUSSIAN PLATINUM

Nornickel and Russian Platinum signed a strategic partnership agreement to set up a 50/50 joint venture (JV) with a view of developing the Norilsk Industrial District deposits. The partners' contributions to the authorised capital of the JV will come in the form of a licence to develop the Maslovskoye Deposit held by Nornickel and a licence to develop the southern part of the Norilsk-1 Deposit and the Chernogorskoye Deposit held by Russian Platinum.



LAUNCH OF THE SULPHUR PROJECT

Copper Plant embarked on the Sulphur Project, Nornickel's most ambitious initiative to dramatically improve environment in the Norilsk Industrial District.

>>> For more details on the initiative, please see p. 20, 23, 37, 130, 134

BASF AND NORNICKEL

Nornickel and BASF signed a long-term agreement to supply nickel and cobalt feedstock from Norilsk Nickel Harjavalta. The agreement is part of the Company's ambitious strategy to step up its exports of battery materials to the global market.

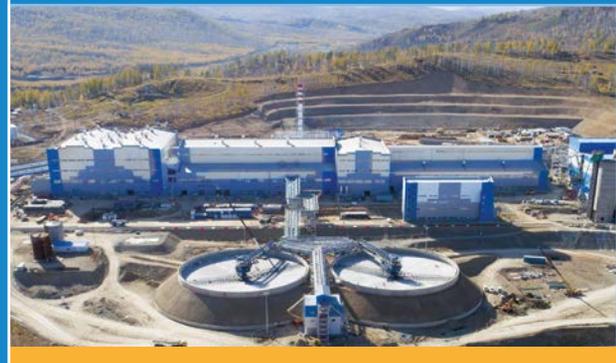
>>> *For more details on the initiative, please see p. 10–11, 27, 92*



UPGRADE OF AIRPORT RUNWAY

Norilsk Airport completed the runway renovation spanning three summers (2016–2018) amid the airport's continued operation. This was the initiative first of its kind both in Russia and internationally, with the project delivered on schedule and to the highest quality requirements. The new 2,821×45 m runway is fully compliant with all the certification standards. The project also saw the upgrade of two taxiways and partial repairs of the concrete pavement in the apron for civil aircraft.

>>> *For more details on the initiative, please see p. 97, 146–147*



START OF PRE-COMMISSIONING AT BYSTRINSKY GOK

The Company started phased hot commissioning at Bystrinsky GOK, with the first batch of copper concentrate shipped to China as early as in April. As at the year-end, the facility produced 19.4 kt of copper concentrate.

>>> *For more details on Bystrinsky project, please see p. 32, 84–85*



We believe in stronger demand for our products going forward and deem it necessary to put together a portfolio of growth projects. During the next few years, we will be exploring potential development of the Southern Cluster, further expansion of Talnakh Concentrator, and the joint project with Russian Platinum to develop disseminated ore fields in the southern part of the Norilsk Industrial District.

Vladimir POTANIN
President of Nornickel

GEOGRAPHY

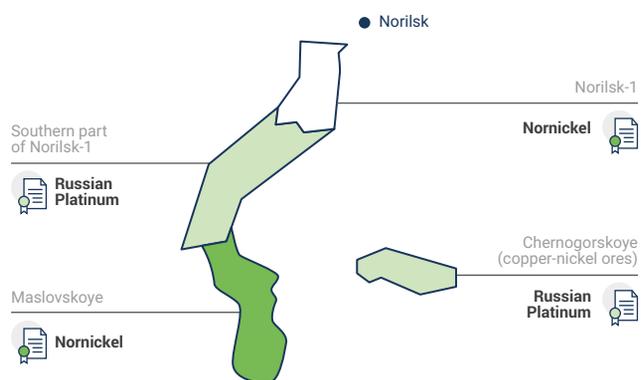
DEVELOPING THE REGIONS OF OPERATION

Development of the ore mining base



Arctic Palladium – JV with Russian Platinum

As part of the project, Nornickel and Russian Platinum signed a framework agreement on strategic partnership. The partners' contributions to the JV's authorised capital comes in the form of a licence to develop the Maslovskoye Deposit held by Nornickel and a licence to develop the southern part of the Norilsk-1 Deposit and the Chernogorskoye Deposit held by Russian Platinum. The three licence blocks included in the JV perimeter lie in close proximity and are highly complementary in geology and logistics.



Prospective site – developing disseminated ores in the northern part of Norilsk-1

The Southern Cluster project is set to give new life to the mature deposit. The existing infrastructure will enable the Company to start stripping as early as in 2019, with the first batch of ore to be mined in 2021–2022. At the first stage, production will be ramped up by expanding the pit (open-pit operations), and at the second stage – through underground mining. The Southern Cluster also includes secondary resources accumulated at tailings pit No. 1 since 1940s.



Specially protected areas

The Company's Polar Division is located some 80–100 km away from the buffer zone of the Putoransky Reserve (Krasnoyarsk Territory), while Kola MMC's sites are only 10–15 km away from the Pasvik and the Lapland nature reserves (Murmansk Region). Bystrinsky GOK lies 50 km away from the Relict Oaks State Reserve (Trans-Baikal Territory). They are zones untouched by human activities, with their flora and fauna living in harmony with nature. Nornickel assists the local communities and government authorities in effectively protecting and exploring these ecosystems.



Social initiatives for local communities

The World of New Opportunities, a charity programme, seeks to create propitious conditions and opportunities for sustainable development across the Company's footprint. The programme covers the Krasnoyarsk Territory (Norilsk, Taimyrsky Dolgano-Nenetsky Municipal District) and the Murmansk Region (Monchegorsk and Pechengsky District). The Company supports public initiatives and makes sure to impart new skills in social project management to local communities. The programme embraces several major initiatives, such as Academy for Social Partnership and Development, Socially Responsible Initiatives Competition, We Are the City! social technologies forum, Social Entrepreneurship training, FabLab R&D creativity laboratories, and the Arctic Wave festival of R&D discoveries.



LOGISTICS HUBS

- 1 Murmansk Transport Division (Murmansk)
- 2 Arkhangelsk Transport Division (Arkhangelsk)
- 3 Polar Transport Division (Dudinka)
- 4 Lesosibirsk Port, Yenisey River Shipping Company (Lesosibirsk)
- 5 Krasnoyarsk Transport Division and River Port
- 6 Bystrinsky Transport Division (Chita)

CORE OPERATIONS

- Polar Division**
 - Mining
 - Concentration
 - Metallurgy
- Medvezhy Ruchey**
 - Mining
 - Concentration
- Kola MMC**
 - Mining
 - Concentration
 - Metallurgy
- Bystrinsky GOK**
 - Mining
 - Concentration
- Norilsk Nickel Harjavalta**
 - Metallurgy
- Nkomati**
 - Mining
 - Concentration

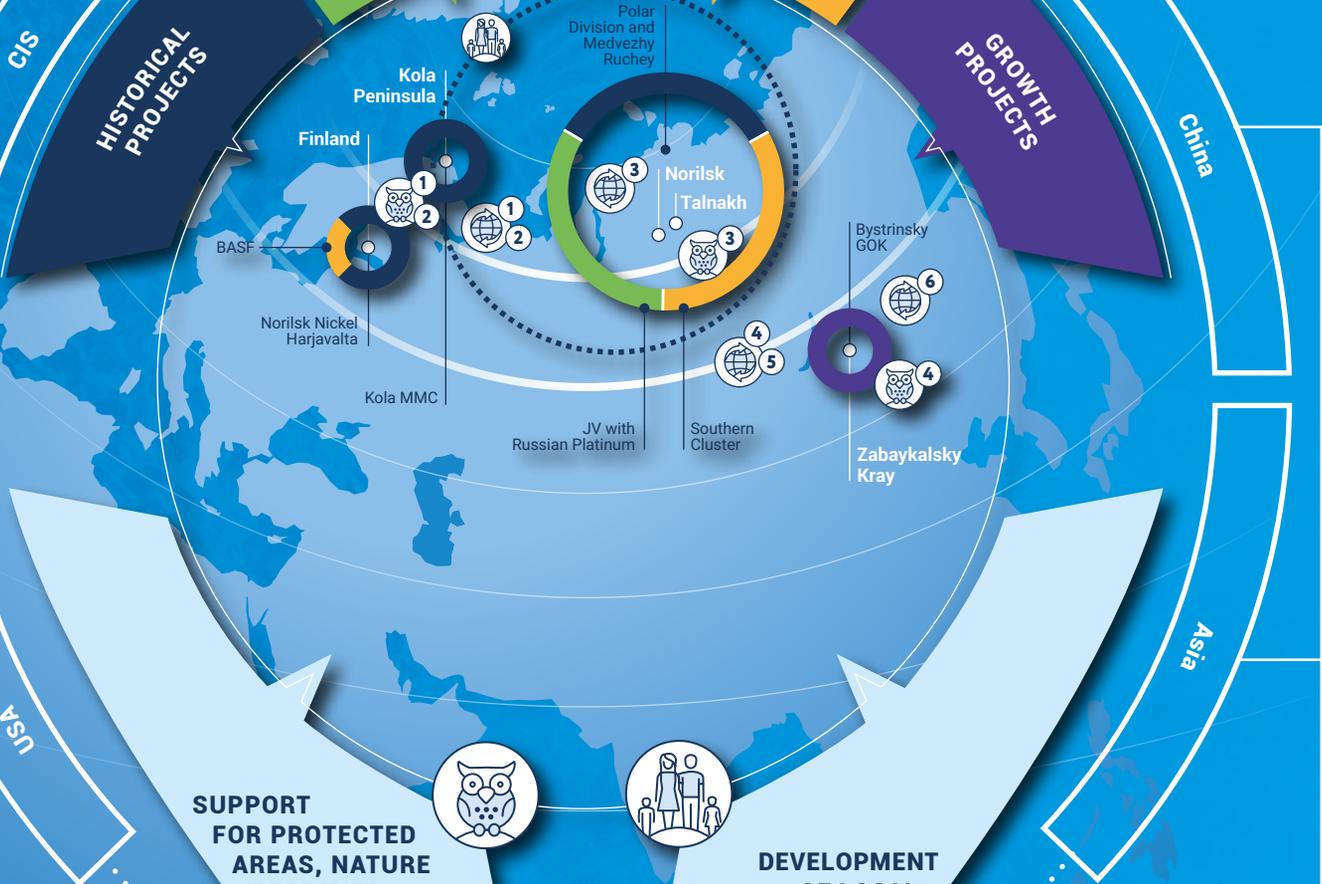
Prospective sales markets

GREENFIELD PROJECTS

PROSPECTIVE PROJECTS

HISTORICAL PROJECTS

GROWTH PROJECTS



SUPPORT FOR PROTECTED AREAS, NATURE RESERVES AND PARKS

- 1 Pasvik
- 2 Lapland Biosphere Reserve
- 3 Putoransky Reserve
- 4 Relict Oaks Reserve

DEVELOPMENT OF LOCAL COMMUNITIES

World of New Opportunities charitable programme

Asia-China
China 6 Standard forces car manufacturers to boost per unit PGM loadings

USA
With stricter emission regulations in place, Pd autocatalyst loadings are expected to increase despite the trend towards smaller engines

Europe
Partnership with BASF to produce battery materials for the European automotive market

CIS
The CIS alloy market is expected to grow in line with the rising global demand for stainless steel

Nkomati

South Africa

Australia

Honeymoon Well (License)

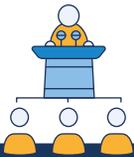
COMPREHENSIVE DEVELOPMENT ACROSS ALL GEOGRAPHIES AS THE KEY FOR ACHIEVING LONG-TERM GOALS



As a public company, Nornickel seeks to incorporate sustainability principles into its corporate governance framework. This goes beyond the pragmatics of investor appeal and shareholder confidence. Having ESG factors in mind at each stage of stakeholder value creation helps us improve efficiency of our operations and maintain our competitive edge.

Andrey BOUGROV
Senior Vice President

BUSINESS MODEL



A well-balanced Board of Directors with an independent director as its Chairman

- Gareth Penny – Independent Director, Chairman of the Board of Directors
- Out of 13 members of the Board, 6 are independent directors
- Most of the directors on each Committee of the Board of Directors are independent

Focus on sustainable development

- The Audit and Sustainable Development Committee is chaired by Roger Munnings, Independent Director, member of the Budget Committee of MMC Norilsk Nickel’s Board of Directors, Fellow of the Institute of Chartered Accountants in England and Wales, formerly KPMG President for Russia and CIS
- Health and safety matters, the Company’s key environmental projects and social initiatives are supervised at the highest level of corporate governance

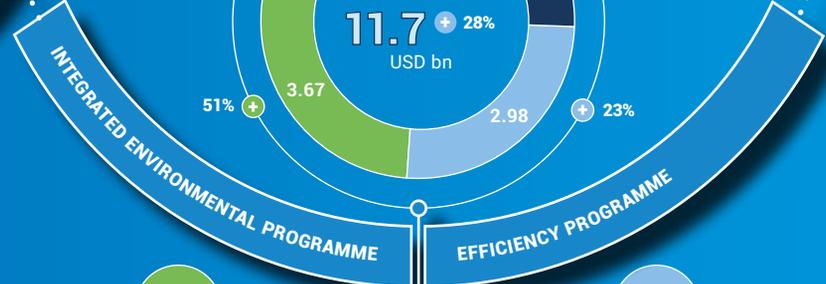
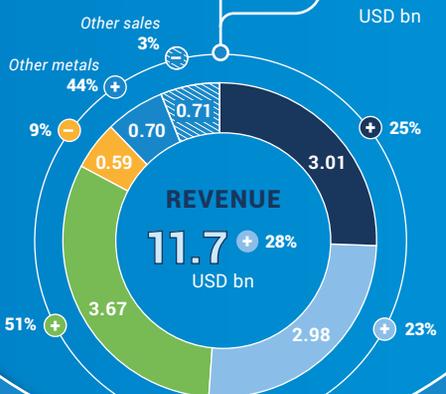
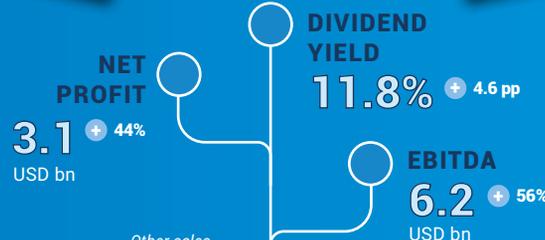
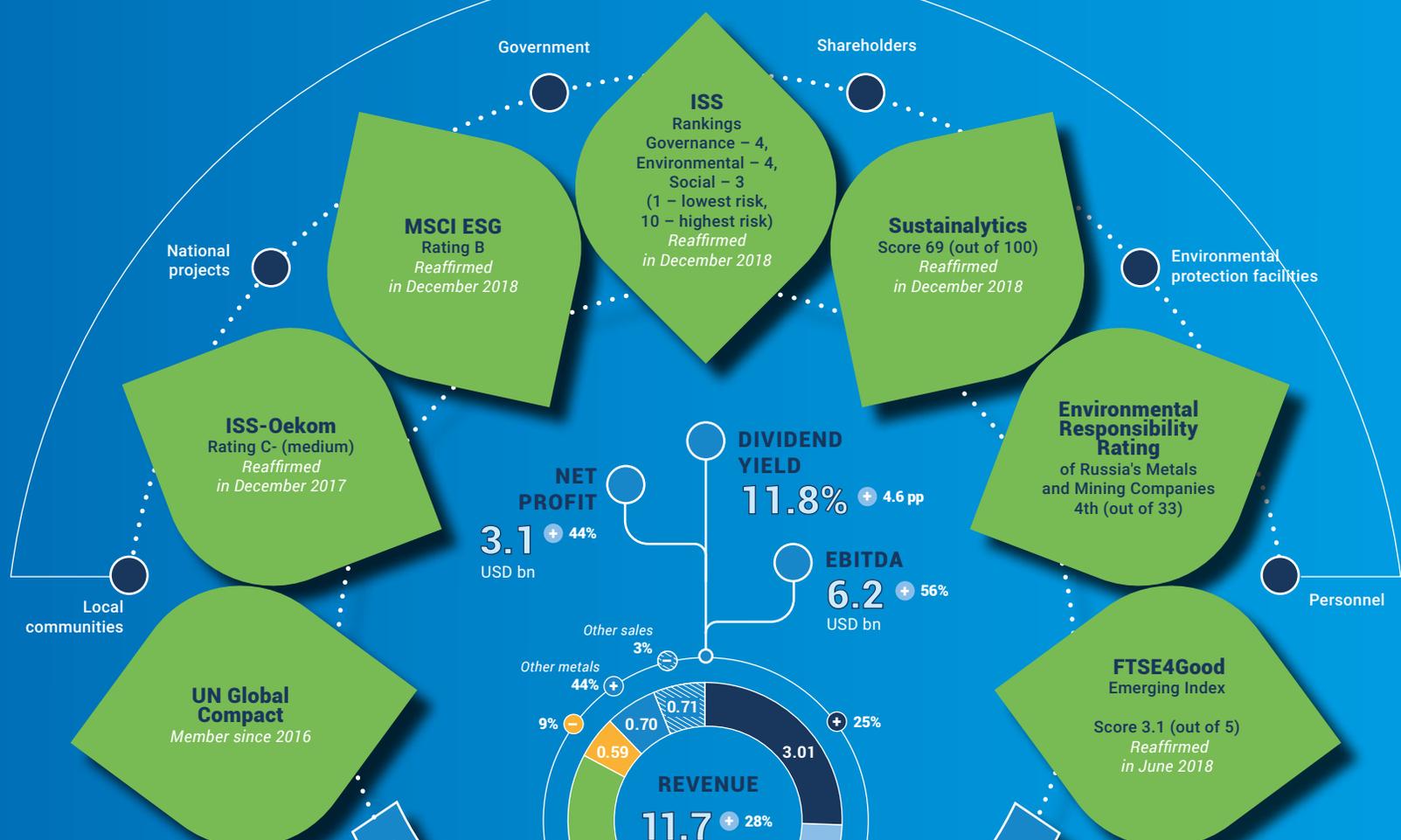
ESG-based remuneration

- ESG factors are part of the remuneration criteria for top managers
- The bonus part of the executives’ remuneration is also linked to the LTIF rate, which accounts for 10–20% on their KPI cards

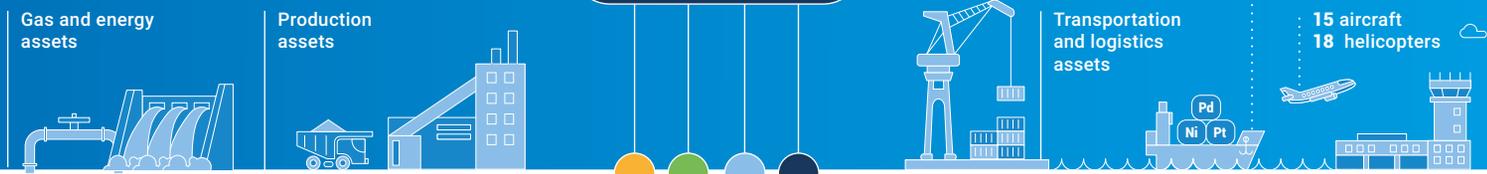
Improvements in efficiency of disclosure and information exchange

- A dedicated ESG Strategy section at the corporate website, with an overview of the Company’s environmental, social and governance practices
- Accelerated IFRS disclosure
- Publication of Sustainability Reports based on GRI standards

STAKEHOLDERS



PRODUCTION



MEASURED AND INDICATED RESOURCES

2,209 mt of ore

OUTPUT
25.2 mt of ore

PROVEN AND PROBABLE RESERVES

785 mt of ore

SUSTAINABLE BUSINESS MODEL – STRONG CORPORATE GOVERNANCE