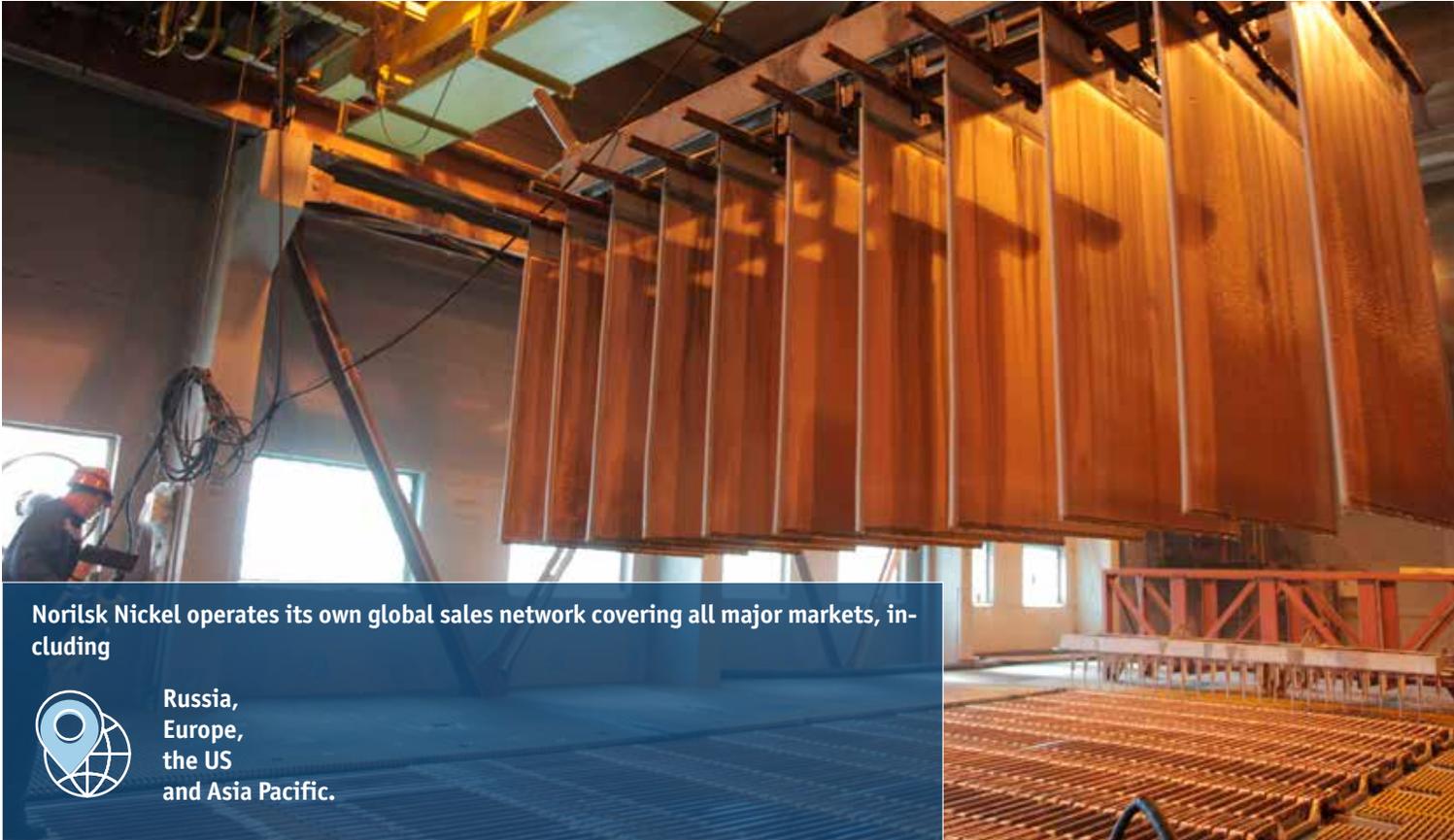


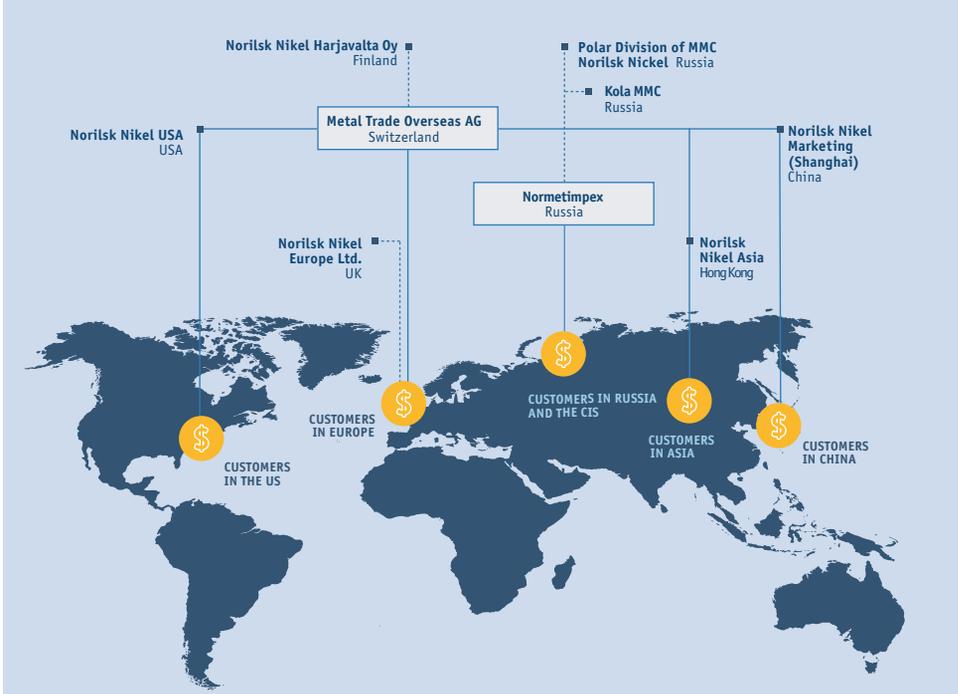
# Products and Sales



Norilsk Nickel operates its own global sales network covering all major markets, including



Russia,  
Europe,  
the US  
and Asia Pacific.



Sales footprint

**33** countries

Number of customers

**436**

Number of sales contracts

**1,500**

## SALES

Sales, along with production, is a key value adding line of Norilsk Nickel's business. In 2015, following the adoption of the production strategy, the Company also updated its sales strategy with a focus on enhanced positioning in end consumer markets to ensure long-term efficiency of sales. The strategy also relies on added value as a key performance indicator to measure sales efficiency.

In 2015, Norilsk Nickel pursued its sales targets against the backdrop of a tough market environment, a significant surplus of physical nickel supply and a slowdown in global commodity and financial markets. However, the Company managed to successfully outperform its global peers in terms of average selling prices. This proved the effectiveness of Norilsk Nickel's sales network, which enabled the Company to maintain its presence in all key sales markets, along with securing profitable sales. Most products were sold to end consumers, and gaining direct access to them is one of Norilsk Nickel's top priorities.

In 2015, Norilsk Nickel further diversified its nickel sales across various industries, strengthening its share in the special alloys, galvanic plating and batteries segments. As the world's largest producer of palladium, the Company continues to implement the strategy for providing end consumers with direct access to the

metal to ensure sustainable growth of the industrial use of platinum group metals and demand for them. This is achieved through long-term contracts with major customers in the autocatalyst, electronics, chemical, healthcare and other industries, with a significant share of sales based on long-term prepaid supply arrangements.

Higher sales premiums and improved liquidity are secured through Norilsk Nickel's products being registered on the world's major trading exchanges. In June 2015, a range of Company's nickel brands – *SEVERONICKEL COMBINE H-1*, *SEVERONICKEL COMBINE H-1Y*, *NORILSK COMBINE H-1* – were successfully registered and listed on the Shanghai Futures Exchange (SFE). This made Norilsk Nickel the only non-Chinese producer of nickel products with its metal brands listed on the SFE. In December 2015, the London Metal Exchange also added the Company's NORILSK brand of copper produced by Polar Division of MMC Norilsk Nickel to its registered Grade A brands list.

Throughout 2015, Norilsk Nickel continued to maintain the reputation of a highly reliable supplier, placing customer confidence at the core of its sales strategy. Its customer satisfaction index with regard to the quality of products and services also remained high.

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■ Average selling prices of metals produced by Russian enterprises from their own raw materials in 2015

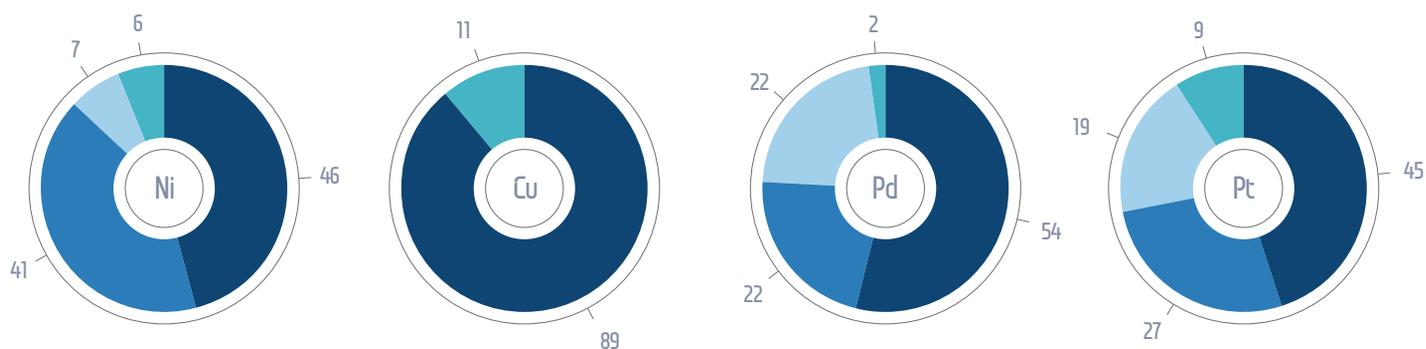
METAL	2015	2014	2013
Nickel, USD/t	11,962	17,072	(30%)
Copper, USD/t	5,585	6,931	(19%)
Palladium, USD/oz t	695	804	(14%)
Platinum, USD/oz t	1,057	1,388	(24%)

## Business Overview

■ Physical metal sales (excluding material purchased from third parties)		
	2015	2014
<b>FINISHED PRODUCTS</b>		
<b>Russian entities</b>		
Nickel, kt	197	228
Copper, kt	343	356
Palladium, '000 oz t	2,464	2,667
Platinum, '000 oz t	590	629
<b>Finland</b>		
Nickel, kt	43	42
<b>SEMI-PRODUCTS</b>		
<b>Australia</b>		
Nickel, kt	-	-
<b>Botswana and South Africa</b>		
Nickel, kt	5	3
Copper, kt	3	2
Palladium, '000 oz t	100	78
Platinum, '000 oz t	39	31
<b>Finland</b>		
Copper, kt	13	11
<b>TOTAL FOR THE GROUP<sup>1</sup></b>		
Nickel, kt	245	273
Copper, kt	359	369
Palladium, '000 oz t	2,564	2,745
Platinum, '000 oz t	629	660

<sup>1</sup>Total volumes include recalculated volumes of semi-products based on the valuable components content

■ Key metal sales in 2015 by region, %



■ Europe, Middle East and Africa  
 ■ Asia  
 ■ Americas  
 ■ Eurasian Customs Union

PRODUCT OFFERING

POLAR DIVISION	KOLA MMC	NORILSK NICKEL FINLAND
Nickel cathodes	Nickel cathodes	Nickel cathodes
Copper cathodes	Copper cathodes	Nickel briquettes
Cobalt ingots	Cobalt cathodes	Electrolytic nickel powder
Cobalt oxide	Cobalt concentrate	Nickel and cobalt sulphate
Technical selenium	Nickel carbonyl (powder and pellets)	Nickel hydroxide and nickel hydroxycarbonate
Commercial lump sulphur	Precious metal concentrates	Precious metals are refined from raw materials produced by Polar Division and Kola MMC at Krasnoyarsk Gulidov Non-Ferrous Metals Plant under a tolling agreement.
Precious metal concentrates	Sulphuric acid	

