

TRANSPORT

Polar Transport Division

Murmansk
Transport DivisionArkhangelsk
Transport DivisionKrasnoyarsk
Transport DivisionBystrinsky
Transport DivisionYenisey River Shipping
Company (81.99% stake)Krasnoyarsk River Port
(89.3% stake)

Lesosibirsk Port (51% stake)

Norilsk Airport
(100% stake)NordStar Airlines
(100% stake)

Norilsk Avia (100% stake)

Nor Nickel- Yenisey River
Shipping Company (100%)**MINING
AND METALLURGICAL**

Polar Division

Medvezhy Ruchey
(100% stake)

Kola MMC (100% stake)

GRK Bystrinskoye
(50.01% stake)Norilsk Nickel Harjavalta OY
(Finland, 100% stake)Nkomati Nickel Mine (South
Africa, 50% stake)**ENERGY**

Norilskenergo Division

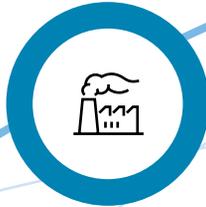
NTEK (100% stake)

Norilskgazprom
(100% stake)

TTK (100% stake)

Norilsktransgaz
(100% stake)

Arctic-Energo (100% stake)

RESEARCHGipronickel Institute
(100% stake)

GEOLOGICAL EXPLORATION

Norilskgeologiya (100% stake)

Vostokgeologiya (100% stake)

SUPPORTING BUSINESS

Norilsk Support Complex (100% stake)

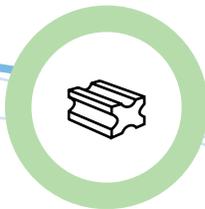
Polar Construction Company
(100% stake)

Norilsknickelremont (100% stake)

Pechengastroy (100% stake)

Nornickel – Shared Services Centre
(100% stake)**SALES AND DISTRIBUTION**

NORMETIMPEX (100% stake)

Metal Trade Overseas SA
(Switzerland, 100% stake)Norilsk Nickel (Asia) Limited
(Hong Kong, 100% stake)Norilsk Nickel USA Inc.
(USA, 100% stake)Norilsk Nickel Metals Trading
(Shanghai) Co., Ltd. (China, 100%
stake)

THE GROUP STRUCTURE: MAIN ASSETS¹

¹Ownership Group in subsidiaries is indicated from the authorised capital (direct) as of December 31, 2019. (GRK Bystrinskoye is shown effective share).