

OPERATING PERFORMANCE FOR THE PAST 10 YEARS

Norilsk Nickel group saleable metals production ¹	2010	2011	2012
Total nickel, t	295,840	295,098	300,340
including from own Russian feed	235,518	234,906	223,153
including from 3d parties feed	60,322	60,192	77,187
Total copper, t	388,027	377,944	363,764
including from own Russian feed	365,698	362,854	344,226
including from 3d parties feed	22,329	15,090	19,538
Total palladium, koz	2,855	2,806	2,732
including from own Russian feed	2,723	2,704	2,624
including from 3d parties feed	132	102	108
Total palladium, koz	692	696	683
including from own Russian feed	663	672	658
including from 3d parties feed	29	24	25
Polar division and kola mmc (russia)			
Nickel, t	235,518	237,227	233,632
Polar division	124,200	124,000	124,000
Kola MMC	111,318	113,227	109,632
including from own Russian feed	111,318	110,906	99,153
Copper, t	365,698	363,460	352,466
Polar division	309,320	303,940	295,610
Kola MMC	56,378	59,520	56,856
including from own Russian feed	56,378	58,914	48,616
Palladium, koz	2,723	2,704	2,628
Polar division	2,053	2,038	1,989
Kola MMC	670	666	639
including from own Russian feed	670	666	635
Platinum, koz	663	672	660
Polar division	529	536	529
Kola MMC	134	136	131
including from own Russian feed	134	136	129

^{1/} Total amounts may vary from the sum of numbers due to arithmetical rounding. The production results of Nkomati are not included in the total amounts of the Group.

	2013	2014	2015	2016	2017	2018	2019
	285,292	274,248	266,406	235,749	217,112	218,770	228,687
	219,273	223,224	220,675	196,809	210,131	216,856	225,204
	66,019	51,024	45,731	38,940	6,981	1,914	3,482
	371,063	368,008	369,426	360,217	401,081	473,654	499,119
	345,737	345,897	352,766	344,482	397,774	473,515	498,838
	25,326	22,111	16,660	15,735	3,307	139	281
	2,662	2,752	2,689	2,618	2,780	2,729	2,922
	2,529	2,582	2,575	2,526	2,728	2,729	2,919
	133	170	114	92	52	0	3
	650	662	656	644	670	653	702
	604	595	610	610	650	653	700
	46	67	46	34	20	0	2
	231,798	228,438	222,016	182,095	157,396	158,005	166,265
	122,700	122,390	96,916	50,860	0	0	0
	109,098	106,048	125,100	131,235	157,396	158,005	166,265
	96,573	100,834	123,335	126,937	155,110	157,519	166,265
	359,102	354,943	355,707	350,619	387,640	436,201	442,682
	296,760	297,552	292,632	280,347	306,859	353,131	355,706
	62,342	57,391	63,075	70,272	80,781	83,070	86,976
	48,977	48,345	60,134	63,542	78,587	82,987	86,976
	2,580	2,660	2,606	2,554	2,738	2,671	2,868
	2,006	2,065	1,935	1,703	956	987	1,042
	574	595	671	851	1,782	1,684	1,826
	523	517	640	815	1,737	1,684	1,826
	627	627	622	622	660	642	690
	504	500	488	449	259	260	251
	123	127	134	173	401	381	439
	100	95	122	159	385	381	439

Norilsk Nickel group saleable metals production ¹	2010	2011	2012
Grk Bystrinskoye (Russia, Zabaykalsky krai)²			
Copper (in concentrate) t,	0	0	0
Gold (in concentrate), koz	0	0	0
Iron ore concentrate t	0	0	0
Norilsk Nickel Harjavalta (Finland)			
Nickel, t	49,159	48,525	45,518
including from own Russian feed	0	0	0
Copper, t	11,279	5,681	1,006
including from own Russian feed	0	0	0
Palladium, koz	48	34	21
including from own Russian feed	0	0	0
Platinum, koz	15	12	9
including from own Russian feed	0	0	0
Nkomati (South Africa)³			
Nickel, t	5,525	5,815	9,624
Copper, t	3,082	2,927	4,594
Palladium, koz	23	24	32
Platinum, koz	7	9	12
Norilsk Nickel Tati (Botswana)⁴			
Nickel, t	17,401	11,163	9,346
Copper, t	11,050	8,803	10,292
Palladium, koz	84	68	83
Platinum, koz	14	12	14
Lake Johnston (Australia)			
Nickel, t	0	0	8,975

1/ Norilsk Nickel Group owns 50.01% of Bystrinsky GOK (Chita Copper Project). Production results are shown metal in concentrate for sale on 100% basis and fully consolidated in total operational results. The concentrator at the Bystrinsky project was launched in 2018 as part of the hot commissioning stage and was fully commissioned in 2019.

2/ Production results report metal contained in saleable concentrate on a 50% basis and are not consolidated in the Group's total operating results. In 2019, the Group and its operating partner, African Rainbow Minerals, reached an agreement to scale down production at Nkomati Nickel Mine during 2020. As part of this process, the partners will elaborate in due course a plan contemplating the cessation of the mining operations and the placing of the mine in care and maintenance.

3/ The sale of the asset was closed in 2015.

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	2013	2014	2015	2016	2017	2018	2019
	0	0	0	0	0	19,417	43,489
	0	0	0	0	0	89	177
	0	0	0	0	0	346	1,311
	44,252	42,603	43,479	53,654	59,716	60,765	62,422
	0	0	424	19,012	55,021	59,337	58,939
	6,549	10,629	13,048	9,598	13,441	18,036	12,948
	0	0	0	593	12,328	17,980	12,667
	39	74	78	64	42	58	54
	0	0	0	8	35	58	51
	16	31	33	22	10	11	12
	0	0	0	2	6	11	9
	11,920	11,359	11,350	8,486	8,006	6,597	6,485
	5,034	4,938	5,301	4,007	4,504	3,055	3,419
	46	48	53	40	46	33	33
	20	19	20	15	20	13	14
	12,215	6,416	3,207	911	0	0	0
	5,412	2,436	671	0	0	0	0
	43	18	5	0	0	0	0
	7	4	1	0	0	0	0
	2,826	0	0	0	0	0	0